

# FINANCIAL TIMES

World Business Newspaper <http://www.FT.com>

THURSDAY MARCH 11 1999



**Emerging market risks**  
The high cost of avoiding  
muggers and kidnappers  
Page 22



**Nato expansion**  
Balkan dilemma  
for Hungary  
Page 3



**Central Station**  
Pray that the director is not  
abducted by Hollywood  
Cinema, Page 11

**Spain**  
Clinging to the  
EU gravy train  
Page 2

## WORLD NEWS

### Brussels on target to win reform of agricultural policy

Brussels last night appeared to be winning its fight for reform of the European Union's Common Agricultural Policy, as farm ministers prepared to negotiate into the early hours of the morning in an attempt to thrash out a deal. Europe, Page 2; Editorial Comment, Page 13

Milosevic's wife slates US  
Mira Markovic, the wife of Yugoslav president Slobodan Milosevic, launched a scathing attack on the US, comparing it to Hitler's Third Reich, as her husband took a tough stand in talks on Kosovo with US envoy Richard Holbrooke. Europe, Page 2

Spain moves on Basque activists  
Spanish police delivered a jolt to the peace process in the Basque region with a series of arrests in the San Sebastian area, the main operational base of Eta, the armed separatist organisation. Europe, Page 2

'Cybersquatters' reap rewards  
Globalvision.com, a UK group, has paid \$2m for the internet domain names Britain.com, London.com and England.com, highlighting the profits that can be made by "cybersquatters", who register names in the hope of selling them on. UK, Page 8

Pressure on Cresson to resign  
Members of the European Parliament stepped up pressure for the resignation of Edith Cresson, the European Union education commissioner. Europe, Page 2

Bond yields soar in Ecuador  
The deteriorating state of Ecuador's banking system and risk of a default on its external obligations have pushed the country's bond yields up, making it the world's second riskiest market after Russia. Page 14

Brazil eyes return to markets  
Brazil hopes to return to international capital markets in April once the International Monetary Fund has approved a \$9.2bn tranche of loans to the country. Americas, Page 5

Internet music sales to hit \$4bn  
Nearly \$4bn worth of music will be sold over the internet, or other digital distribution systems, in five years' time, according to a new study. Trade, Page 6

Assassin kills Deloitte accountant  
A senior partner working in the Thai office of accountants Deloitte Touche Tohmatsu has been shot dead in an apparent assassination. Asia-Pacific, Page 4

Manila calls for closer US ties  
Joseph Estrada, president of the Philippines, called for closer ties with the US amid growing tensions in the South China Sea over the disputed Spratly Islands. Asia-Pacific, Page 4

Online art auction shows up snags  
The online auction of Ansel Adams prints this week has given an early glimpse of the advantages and obstacles ahead in the push to sell art works on the internet. US, Page 5

N Ireland bill to go to Congress  
A bill to meet Northern Ireland's claims to special trade relations with the US is likely to go before Congress soon. UK, Page 10

## BUSINESS NEWS

### Spurned Nissan looks for links with other carmakers

Nissan Motor is to explore links with other motor companies after DaimlerChrysler decided not to take a stake in either the troubled Japanese carmaker or Nissan Diesel, its commercial vehicles arm. Companies and markets, Page 15; Lex, Page 14; Red-faced Nissan, Page 18

MasterCard International, the global credit card association, is halving the size of its board to give greater influence to its biggest member banks, in the latest escalation of the battle between Visa and MasterCard. Companies and markets, Page 15

Cathay Pacific, the Hong Kong-based airline, returned its first annual loss since 1983 following a regional downturn and excess capacity in the industry. Companies and markets, Page 15

The Nikkei 225, key indicator to the Japanese equity market, rose 2.5 per cent to 15,480 - its highest level for seven years. Page 14

Reliant Energy, of the US, is leading the way into Europe with the \$2.4bn purchase of Energie Produktiv Bedrijf, the Dutch generator. Companies and markets, Page 15

Japan Tobacco shares fell 4.76 per cent following the company's announcement that it would buy the international tobacco business of RJR Nabisco, US food and tobacco giant, in an \$8bn deal. Asia-Pacific companies, Page 20; Background, Page 16

Exxon and Mobil's planned merger raises concerns over its impact on competition in almost every sector of the industry. US antitrust officials warned. Companies and markets, Page 15

Toys R Us, the world's largest toy retailer, fell into the red after the US group was dogged by restructuring charges and weak sales. US companies, Page 16

China is to allow securities brokerages to have access to funds from the interbank market in a move to boost liquidity in the stock markets. Asia news, Page 7

Banca Commerciale Italiana, the Milan privatised bank, was at the centre of intense takeover speculation that boosted its shares by 7.5 per cent in late trading. European companies, Page 19

DuPont plans to issue a "tracking" stock for its life sciences business and is discussing alliances with potential partners in pharmaceuticals. US companies, Page 16

The Czech government has agreed the timing for privatising the country's two biggest banks and moved to double the share capital of one ahead of self-off. European companies, Page 19

**UK BUDGET 1999**  
For news and analysis of  
Tuesday's UK government  
Budget, go to the FT  
web site at  
[www.FT.com/budget](http://www.FT.com/budget)

JOINT STATEMENT WITH CENTRAL BANK AS OPPOSITION COMES FROM PARIBAS AND SOCGEN TO BNP'S OFFERS

## French government may intervene over surprise bank bids

By Robert Graham and  
Samer Iskandar in Paris

The French government and the central bank hinted yesterday that they might intervene in Banque Nationale de Paris's unexpected bids for two rivals.

There was also stiff opposition from the two targets, Paribas and Société Générale, which are involved in a month-old agreed merger.

The move by BNP to create a giant French banking group threatens to upset the carefully laid ministry of finance plans over who should control Crédit Lyonnais, whose privatisation is being finalised by the government at the moment.

BNP, SocGen and Paribas are three of only four French banks to have expressed an interest in taking a stake in Crédit Lyonnais. BNP's move is likely to take precedence over other transactions.

The ministry of finance took the unusual step of issuing a joint statement with the Bank of France hinting that the stakes were so high they might make act in the "national interest".

The statement said: "The public authorities hope that all the actors involved will help in producing solutions that fully respect the financial community, the industrial and social interests involved as well as the national interest as a whole."

If BNP's move was successful, the new group would be Europe's largest bank with total assets of €975bn. Each bank would have roughly equal shares of the merged entity's equity.

However, the merger would also unravel the plans - already far advanced - for Paribas and SocGen to join forces.

André Lévy-Lang, chairman of Paribas, and Daniel Bouton, head of SocGen, issued a joint statement yesterday branding the bid as hostile.

"This bid cannot be considered friendly," they said. Michel Pébereau, chairman of BNP, went to great lengths yesterday to justify his move by insisting it would give better shareholder value.

"This deal will benefit the shareholders, the employees and the clients of the three banks," he said.

He added: "This is the best possible combination for the French banking system."

He further refused to consider his move as a takeover, but rather described it as an "industrial project" between three equals.

However, he left many details unanswered about the deal which is based on a share exchange - 11 BNP shares for eight Paribas shares and 15 BNP shares for seven SocGen.

The lack of detail and the apparent haste with which the plan was put together drew scepticism from analysts who focused yesterday less on the possible synergies and more on the inconsistencies.

Mr Pébereau was seen as too concerned to block the Paribas-SocGen merger that threatened to marginalise BNP.

Mr Pébereau claimed to have achieved savings of almost €1.3bn. But one analyst questioned his pledge not to cut jobs: "When you go to a small town with branches of all three banks and promise to close none, where are the synergies?"



BNP chairman Michel Pébereau in Paris yesterday

The cool response from the government and the central bank was in marked contrast to the enthusiastic welcome accorded the announcement of the friendly Paribas-SocGen merger.

President Jacques Chirac praised that move for producing a "national champion" to help France compete in the globalising financial markets.

Little attention yesterday was devoted to threats from the World Jewish Congress in New York that the merger might be hostile to negotiations on compensation for Holocaust victims. Dangerous liaisons, Page 13; Editorial Comment and Observer, Page 13; Lex, Page 14

COMMISSIONER BELIEVES THAT INFORMAL CONTACTS HAVE ACHIEVED PROGRESS IN ENDING TRADE DISPUTE

## US and EU consider further banana talks

By Guy de Jonquieres

The US and the European Union agreed yesterday to consider launching a concerted push for a quick solution to their dispute over trade in bananas.

Sir Leon Brittan, EU trade commissioner, told Charlene Barshefsky, US trade representative, that he believed informal contacts between Washington and Brussels had achieved progress, and that he was ready to intensify discussions.

Ms Barshefsky said she was prepared to push ahead quickly, but that the EU must show greater flexibility. However, US

officials said she did not insist that Brussels should table new proposals as a condition for further talks. An EU official said: "Both agreed to reflect and get back in contact about how to proceed."

The US trade representative said she needed time to consult other officials, including Peter Scher, her top farm trade negotiator, who is expected to contact Brussels when he returns from China tomorrow.

Both sides said that if talks went ahead they would be likely to start next week and would aim to reach an agreement before a World Trade Organisation panel

rules on their dispute. A ruling is expected late this month.

The search for a settlement has been made more urgent by last week's US decision to start implementing its threat of sanctions on more than \$500m of European exports. The US says the EU has not complied with a 1997 WTO ruling against its banana import regime. The regime favours African, Caribbean and Pacific (ACP) fruit.

Although the EU has since modified the regime, the US says it still discriminates against its distributors of Latin American bananas. The EU says the US sanctions move violates WTO

rules. EU officials insist that they and the US have recently narrowed the gap over the basis for a settlement.

They say prospects hinge on whether the US administration is prepared to sell a deal to Chiquita Brands, the biggest US banana distributor, and to Congress.

They say it is in Washington's interest to settle now, because a ruling by the WTO panel would not necessarily give Chiquita the increased access it is seeking to the EU market.

But US officials say the two sides are still far apart on important elements of a deal and call

TU's proposals for a solution inadequate. A big sticking point is the allocation of EU licences for importing bananas. Brussels has suggested that some unused licences reserved for ACP producers could be offered to US distributors. The US says the EU offer is not generous enough.

Some EU officials believe that, however the dispute is resolved, a reduction in ACP countries' market share will be unavoidable, and that these countries will need to be compensated through increased development aid.

Observer, Page 13

## China reconsiders devaluation stance

By James Kyne and James Harding  
in Beijing

Growing strains on the Chinese economy have prompted policymakers to review the conditions under which they might have to devalue the currency.

A government official said any decision to devalue the renminbi would depend on whether China could maintain acceptable levels of economic growth and social stability.

The Chinese authorities have consistently denied devaluation is imminent, but the addition of caveats to the country's long-standing "no devaluation" pledge gives them more room to manoeuvre if economic conditions worsen or external conditions change.

The official said one external pressure would be a sharp depreciation of the Japanese yen.

China held its currency steady last year in the face of the Asian economic crisis, because it feared a devaluation would trigger further upheaval in foreign exchange markets.

Some commentators still think a devaluation in coming months would prompt a fresh round of currency depreciations in the region. The renminbi is not freely convertible and is kept in a tightly managed range around

Rmb8.27 to the US dollar.

The softening of China's stance against devaluation began in January when Dai Xianglong, central bank governor, said China would devalue "only when there is a great imbalance in the balance of payments... and a great increase in the cost of exports".

The government official added that if current policies failed to curb China's economic slowdown and rising levels of social discontent, then arguments for a devaluation would grow.

Officials have also considered altering the basket of currencies to which the renminbi's value is fixed, to give less weight to the US dollar and more to the yen, the Korean won and the currencies of other trading partners and competitors. The official said such an alternative was not under consideration, but could resurface as an option.

Many economists, in China and elsewhere, believe Beijing does not want to devalue for several months or more, but that its hand may be forced by severe economic challenges.

China's strategy for reaching its goal of 7 per cent growth this year rests on stimulating consumer demand and an active fiscal spending programme.

Editorial Comment, Page 13



Michael O'Hara, University Secretary, City University

**you told me what i could do  
with my asset. i did.**

**thanks. healey & baker.** Your advice helped us at City University to sell two birds with one stone. By securing a change of use for our out-of-date hall of residence, you enabled us to build two better equipped halls, with more rooms, fit for our brightest assets. The sale of the freehold was negotiated to bring us the neighbouring site, where we can build our new state-of-the-art Business School close to the heart of the City.

Call Patrick Gilling on 021 629 9292.

Delivering property solutions that meet corporate objectives.

**HEALEY & BAKER**  
A member of the Jones Lang Wootton Group

## WORLD MARKETS

STOCK MARKET INDICES	
New York: Dow Jones Ind	9706.22 (+12.78)
NASDAQ Composite	2281.68 (+1.28)
Europe and Far East	
UK: FTSE 100	4182.31 (+2.51)
FTSE 250	4251.41 (+3.07)
FTSE Europe 300	1237.89 (+1.88)
Nikkei	15480.00 (+883.37)
US: S&P 500	1000.00 (+1.88)
Other Rates	
UK 3-mo Interbank	5.25%
UK 10-yr Gilt	6.25%
Euro Swap	3.00%
Germany 10-yr Bund	5.75%
Japan 10-yr JGB	5.75%
NORTH SEA OIL (Aragos)	100.884
Brent Dated	51.466

© THE FINANCIAL TIMES LIMITED 1999 No.33,853  
London • Leeds • Paris • Frankfurt • Stockholm • Milan • Madrid • New York  
Chicago • Los Angeles • Tokyo • Hong Kong

Euro-zone target price €2.15. Prices in local currency as shown	
Bahrain	0.01300
Bulgaria	0.00000
Czech	0.00000
Denmark	0.00000
Egypt	0.00000
France	0.00000
Germany	0.00000
Greece	0.00000
Hungary	0.00000
Ireland	0.00000
Italy	0.00000
Japan	0.00000
Korea	0.00000
Latvia	0.00000
Lithuania	0.00000
Malta	0.00000
Netherlands	0.00000
Poland	0.00000
Portugal	0.00000
Romania	0.00000
Slovakia	0.00000
Slovenia	0.00000
Spain	0.00000
Sweden	0.00000
Switzerland	0.00000
Taiwan	0.00000
Thailand	0.00000
Turkey	0.00000
UK	0.00000
USA	0.00000

For subscription information please contact:  
Subscription Sales Department, The Financial Times Limited,  
Number One Southwark Bridge, London, SE1 9PL.  
Tel: +44 171 873 4200 Fax: +44 171 873 4201  
E-mail: [FTS@FT.COM](mailto:FTS@FT.COM)

## CONTENTS

World News: North America 5	Companies & Finance: 15-21
Asia Pacific 4, Trade 6,	Europe 19, The Americas 16,
UK 8-10	Asia Pacific 20,
European News: 2,3	International 17,18, UK 21,
Management/Technology: 22	Capital Markets 24
Comment & Analysis: 12,13	World Stock Markets: 30-36

Full contents and Lex back page



# WORLD NEWS

## EUROPE

### Serbs keep up hard line on Kosovo

By Guy Dinmore in Belgrade

Mira Markovic, the influential wife of Slobodan Milosevic, Yugoslav president, launched a scathing attack yesterday on the US, comparing it with Hitler's Third Reich, as her husband took a tough stand at a first round of talks on Kosovo with Richard Holbrooke, US special envoy.

At a Belgrade rally of the Yugoslav Left, which she leads in a ruling coalition with Mr Milosevic's Socialists, Mrs Markovic said the US sought world domination, just as Germany had in the second world war.

"Whoever shows disobedience is brutally threatened," she said, referring to NATO's warnings of air strikes against Serbia if it blocks a Kosovo peace deal. "All forms of resistance should be used," she told cheering supporters.

Her headline speech was mirrored by a tough approach taken by Mr Milosevic in an opening round of talks with Mr Holbrooke.

"Attempts to condition a political agreement on our country's acceptance of foreign troops... are unacceptable," Mr Milosevic said in a statement reported by the official news agency, Tanjug. But diplomats said this was the established pattern in encounters between the two well acquainted adversaries. More substantial discussions were expected at a second session last night.

Mr Holbrooke was expected to use the threat of NATO action and the incentive of a partial lifting of sanctions against Serbia in an effort to persuade Mr Milosevic to accept a peace plan for Kosovo, tabled by international mediators at negotiations in France last month. Peace talks are to resume in Paris on Monday.

Mr Milosevic has repeatedly rejected proposals for a 28,000-strong NATO peacekeeping force to police an interim autonomy deal, which he says gives too many powers to the province's ethnic Albanian majority.

The rebel Kosovo Liberation Army (KLA) has indicated it agrees to the plan, but its refusal to sign so far



Populists resisting removal AP

has weakened Mr Holbrooke's hand.

Serbia's nationalist mood was fuelled yesterday when the ultra-nationalist Radical party congratulated five Macedonian waiters who beat up a group of British soldiers in Macedonia.

The crisis in Kosovo has also raised anti-western sentiment among Serbs in nearby Bosnia, where Nikola Poplasen, the headline nationalist dismissed as president by the international community last Friday, was yesterday refusing to leave.

Mr Poplasen, speaking by telephone from his presidential offices in Banja Luka, said he would resist any attempt by NATO to remove him. Mr Poplasen, who unexpectedly defeated the western-backed favourite in elections last September, accused the west of running Bosnia like a "colony".

"You can sit in your office as long as you like but it doesn't make you a president," one western official responded.

Diplomats were more concerned that the moderate coalition led by Milorad Dodik, prime minister, was showing signs of fragmenting and might be replaced by a hardline alliance led by Mr Poplasen's Radicals.

Carlos Westendorp, the international high representative in Bosnia, fired Mr Poplasen for "consistently acting to trigger instability".

That move, and the decision to put the Serb-controlled town of Brcko under joint sovereignty with the Muslim-Croat federation, led to a Serb walkout from Bosnia's collective institutions.

### Brussels on course to win farm reforms

By Michael Smith in Brussels

The European Commission last night appeared to be winning its fight for fundamental reform of the European Union's Common Agricultural Policy, as farm ministers prepared to negotiate into the early hours of the morning in an attempt to thrash out a deal.

Germany, in its role as EU president, last night unveiled a "final compromise" agreeing to the Commission's proposal for a 20 per cent in cereals prices. Last week, Bonn had suggested 10 per cent would be enough.

The compromise also included proposals for a 15 per cent cut in milk prices

and a rise in production-limiting quotas of 1.5 per cent for most countries with additional allowances for Italy, the UK, Greece, Spain and Ireland.

Germany and France had argued for the status quo on milk. Yesterday's compromise suggested that countries undertake a review in 2003 "with the aim of allowing the present quota arrangements to run out after 2006".

It also suggested that prices for beef be cut by 20 per cent, less than the 30 per cent sought by the Commission, but at the new level the EU would merely agree to provide storage facilities for the meat and would not buy it as present.

German officials said they expected the talks to go into the early hours of the morning, and that they were hoping for a deal. Farm ministers and diplomats from other countries said a tentative agreement was likely this week, although it could take until tomorrow.

Agreement would culminate more than 18 months of negotiations aimed at agreeing a more competitive farm aid regime as part of a package of EU reforms enabling the Union to enlarge into eastern Europe. Changes to regional aid and budget financing are also being discussed. Any agreement made by farm ministers could be changed by prime ministers due to meet at a summit the

week after next.

The farm ministers were aiming to reach a deal satisfying demands from heads of government for a freeze in agricultural spending between 2000 and 2006 at around the 1999 figure of €40.5bn (\$44bn). This would be a change of direction for the common agricultural policy, which has grown in virtually every year since it was formed in 1962. However, yesterday's paper made no provision for cutting direct aid to farmers, one of the ideas under consideration in earlier negotiations.

Germany yesterday pledged to complete the negotiations on reform of the European Union's finances, farm and structural policies that make up Agenda 2000 on schedule at the special Berlin summit of EU leaders later this month, writes Peter Norman.

Brushing aside speculation the negotiations would have to extend well beyond the March 24-25 deadline, Günter Verheugen, Bonn's minister for Europe, painted an upbeat picture of progress so far. All member states had stressed their determination to reach agreement in Berlin, he said.

compromises had been reached on the critical issues, he said it was in the nature of the negotiations that agreements would only be reached at the summit.

Later, Mr Verheugen also said it would not be necessary for all elements of the Agenda 2000 package, including EU spending and restructuring revenues between 2000 and 2006 to take effect at the same time. He made clear Britain should draw no conclusions for the future of its EU budget rebate from Bonn's decision to fall into line with French wishes and cease pressing for the national "co-financing" of farm budgets.

Editorial Comment, Page 12

### Madrid leads the fight to keep its share of EU's pot of money

In the argument over Agenda 2000 reforms, Aznar cannot afford to lose the funding his predecessor won, David White reports



Reforming the Union

Las Navas del Marqués is a village in the Guadarrama mountains between Madrid and Avila, surrounded by weekend homes. Its permanent population of less than 5,000 multiplies seven or eight times in summer.

Soon, work will start on a sewage treatment plant, needed to meet European Union standards. The EU is funding 85 per cent of the €10.5m (\$11.4m) needed to build it.

It is no more than people have come to expect in Spain, now engaged in a sometimes lonely fight to preserve just this kind of financial support.

In the increasingly tough argument over the EU's Agenda 2000 reforms, Spain is leading the defence of the so-called structural and cohesion funds, the pot of money for reducing gaps in wealth between different EU countries and regions.

These funds take up more than a third of the total EU budget, the largest slice after farming. The beneficiary countries argue that the whole EU gains, through access to growing markets. But the broad political support that existed at the

time of the last EU financing package has dwindled.

Spain gets more than any other country from these funds. It has been gearing up for two years for the battle to save them, and is having a harder time than expected. Germany, the chief paymaster, and most other northern members favour limiting the effort over the next seven years to €200bn, below initial European Commission proposals.

Spain is arguing to preserve existing levels, and is resisting attempts to pin them to the average for the 1994-99 financing period. It is defending a ceiling of €239bn, almost 20 per cent higher.

Alongside regional and other "structural" programmes, this includes

The fund was a victory won by Felipe González, the former Socialist prime minister, to help poorer members face up to challenges of monetary union

€11bn for the cohesion fund, which has been paid for the last six years to the EU's four poorest countries.

Payments from the cohesion fund, which go on transport investments and environmental projects such as that in Las Navas, are a

small part of the total. They account for 8-9 per cent of overall Spanish receipts from the EU. But their symbolic and political significance in Spain is vastly greater.

The fund was a victory won by Felipe González, the former Socialist prime minister, to help poorer members face up to the challenges of monetary union.

Spain has been getting more than half of it, almost €5bn in transfers to date. José María Aznar, the present prime minister, complained at the time it looked like begging, but cannot now afford to lose what Mr Felipe González, his predecessor, had achieved. The cohesion fund has become Spain's European sacred cow.

There was nothing in the

Spanish receipts

Transfers from structural fund

Transfers from cohesion fund

Total aid Spanish receipts

Structural funds, 1994-99

Portugal

France

UK

Others

Total EU aid

Spain

Portugal

France

UK

Others

Total EU aid

Spain

Portugal

France

UK

Others

Total EU aid

Spain

Portugal

France

UK

Others

Total EU aid

Spain

Portugal

France

UK

Others

Total EU aid

Spain

Portugal

### Pressure grows on Cresson to resign

By Peter Norman in Strasbourg

Members of the European parliament yesterday stepped up pressure for the resignation of Edith Cresson, the beleaguered European Union education commissioner, just days before a special five-member committee of experts is due to report on how the EU's executive body deals with fraud, mismanagement and nepotism.

Günter Rinsche and Ingo Friedrich, leaders of MEPs from the German Christian Democrat and Christian Social Union parties, renewed calls, first made in January, for the resignation of Mrs Cresson and Manuel Marín, a European Commission vice-president partly

responsible for EU external relations.

"These commissioners have since been confronted with new allegations. The CDU/CSU group therefore considers its demands for their resignation have been strengthened and strongly reaffirms them," they said.

But it was Mrs Cresson who appeared most vulnerable yesterday, despite a denial from her office of any wrong-doing.

Pat Cox, chairman of the European Liberal Democrat and Reform group in the parliament, singled out what he claimed were inconsistencies between Mrs Cresson's firm denial of fraud in programmes under her control when giving evidence to the parliament's social affairs committee on January 5, and developments in February when the Commission called in the Belgian authorities to investigate four cases of alleged fraud at Agenor, an external agency running part of the EU's €630m (€675m) Leonardo youth training programme.

Mr Cox's charges were lent support by a letter dated February 18 to Mrs Cresson from Anita Gradin, the commissioner responsible for financial control and fraud prevention, which was circulating among MEPs yesterday.

In the letter to "Dear Edith", Mrs Gradin expressed her "surprise" at remarks of Mrs Cresson in the previous day's Commission meeting when she said she had only been informed of suspected fraud relating to the Leonardo programme on February 16.

To support her case, Mrs Gradin enclosed a copy of a note dated February 10 from another Commission department addressed to Mrs Cresson's

son's *chef de cabinet*, which stated that Uclaf, the Commission's anti-fraud unit, was about to tell the Belgian judicial authorities about the four suspected fraud cases at Agenor.

Mrs Gradin said Mrs Cresson's staff was sent a copy of another note dated February 11, which confirmed the four cases were transferred to the Belgian authorities.

Mrs Gradin also told Mrs Cresson that the head of her cabinet was "briefed by Uclaf on numerous occasions since November last year that four cases" concerning Leonardo and Agenor were under investigation as a result of an internal audit.

"As you know," Mrs Gradin added, "this always implies a lingering suspicion on behalf of Uclaf of the existence of irregularities, corruption and fraud."

The five member-committee of experts is due to present its closely guarded report to the Commission and parliament on Monday evening. Parliamentary leaders and the Commission will meet separately that night to discuss the report's implications before discussing it together on Tuesday.

Individual commissioners, Mr Cox suggested, should resign if singled out for "particular attention in terms of wrong-doing or gross incompetence". They should reflect and "act accordingly", he said.

If they failed to respond, the entire Commission should try to persuade them to consider their position, he added. Hinting at possible censure motions, such as that which shook the Commission in January, Mr Cox said parliament would have to consider intervening if there was no response to an adverse report.

### Spain acts against Basque activists

By David White in Madrid

Spanish police yesterday delivered a further jolt to the struggling peace process in the Basque region with a series of arrests in the San Sebastián area, the main operational base of Eta, the armed separatist organisation.

The police swoop followed closely on the arrest in Paris on Tuesday, in a joint French-Spanish operation, of José Javier Arizkuren Ruiz, alias "Kantauri", alleged to be the commander of Eta's hit-squads, and five other suspected members of the organisation.

These were the first big actions against Eta on either side of the French-Spanish border since the organisation declared an open-ended ceasefire last September.

Eta has issued several statements in the interim

reaffirming its ceasefire, but has so far stopped short of calling a permanent end to its 30-year armed campaign. It has also declared its intention of maintaining supplies to its units and defending itself if necessary.

Spanish authorities made clear after the ceasefire they would not suspend efforts to track down Eta suspects. But in practice there was a lull in police raids.

The Paris operation coincided with a meeting in the French capital between José María Aznar, Spanish prime minister, and Jacques Chirac, French president.

Shortly afterwards, Spanish paramilitary Civil Guard police also detained a female local councillor belonging to Herri Batasuna, the extremist party linked to Eta, in the region south of San Sebastián.

The subsequent overnight

arrests in the region were the result of a separate surveillance operation. Police were thought to have moved in to prevent the Eta suspects from fleeing in the aftermath of the Paris swoop.

Eta's San Sebastián unit has been regarded as the strongest remaining element of its underground network in Spain. The nine people arrested included two men wanted as Eta guerrillas.

Police also seized weapons and documents, reported to include a list of possible targets.

Eta's political allies protested against a "chain of aggression". Arnaldo Otegi, Herri Batasuna's spokesman, accused Madrid and Paris of a "reckless strategy" and "provocation".

The moderate Basque Nationalist party (PNV), which heads a minority

regional government in the Spanish Basque country, said the arrests would test the peace process. But it also voiced its conviction that Eta would not resume its campaign of terrorist murders.

The post-ceasefire peace process is currently stalled amid continued outbreaks of political street violence and threats, and a stand-off between Basque parties and Madrid over the latter's refusal to contemplate political or constitutional reforms as a trade-off for peace.

The situation differs from that in Northern Ireland - where the peace process has also become bogged down - in that the Basque region has self-governing institutions already in place, with wide-ranging autonomy. In the Spanish government's view, talks on consolidating peace in the region should

focus instead on the hinge of more than 500 jailed Eta members now in prisons around Spain.

Although the government has held preliminary contacts with people close to Eta, it is waiting for the organisation to name its representatives for talks. Government officials said they hoped the latest police actions would speed up the process.

This view received firm support from the opposition Socialists.

"We're closer to peace today than we were yesterday," said Joaquín Almunia, the party's secretary-general. However, the arrests have also increased fears that Eta sympathisers may step up acts of arson and sabotage, which have continued sporadically in the region since the ceasefire, so far without fatalities.

### Kremlin protests at prosecutor's return

By John Thornhill in Moscow

President Boris Yeltsin's falling grip on power was thrown into sharp relief yesterday, when the Kremlin was left to protest impotently over the return to work of Russia's public prosecutor.

Yuri Skuratov resigned as public prosecutor under pressure from the Kremlin on February 1 - ostensibly for health reasons - but popped up in his office again on Tuesday, saying he was working according to his "normal regime".

Mr Yeltsin had already accepted Mr Skuratov's resignation after expressing dissatisfaction with his work. But the upper house of parliament, the Federation Council, insists it has the final say about removing the public prosecutor from office. It plans to discuss the

### Audit 'likely' over the transfer of central bank funds

The man in charge of an obscure company through which the Russian Central Bank channelled billions of dollars to an offshore account in Jersey said yesterday a full audit to support his claim that no wrong-doing took place was likely within weeks, writes Andrew Jack in Moscow.

Andrei Movchan, chairman of the Paris-based institution controlled by Russia's Central Bank, said

he was likely to ask his auditors to examine transactions through BCEN-Eurobank's subsidiary, Fimaco.

If the central bank agrees, that could pave the way to a more comprehensive response to allegations about the misuse of national reserves and funds lent to Russia by the International Monetary Fund.

"We are so tired of all these speculations that I

think we will ask PriceWaterhouse-Coopers, our auditors, to carry out a special audit of Fimaco's operations to clear up all doubt, since I see that no one believes us," said Mr Movchan.

Central bank officials have until now kept a low profile in the wake of accusations last month by Yuri Skuratov, the public prosecutor, that they channelled \$50bn through Fimaco.

Political Technologies, said: "The president seems to be less and less in control even of his own spheres of competence. But it is interesting that Skuratov's health has improved at a time when Berezovsky has been sent packing."

There have been rumours Mr Yeltsin wants to fire Yuri Maslyukov, the former Communist parliamentarian, as first deputy prime minister in charge of the economy for failing to clinch a deal with the International Monetary Fund.

FINANCIAL TIMES  
Published by The Financial Times (Europe) GmbH, Niederungstrasse 3, 60318 Frankfurt am Main, Germany. Telephone +49 69 150 850. Fax +49 69 150 859. Registered in Frankfurt by Colta A. Kemund as Geschäftsführer and in London by David C.M. Bell, Chairman, and Alan C. Miller, Deputy Chairman. The shareholder of the Financial Times (Europe) GmbH is Pearson Overseas Holdings Limited, 3 Burlington Gardens, London, W1X 1LE. Shareholder of this company is Pearson plc, registered at the same address.  
GERMANY:  
Responsible for Advertising content: Colin A. Kemund, Printer: Harnett International Verlagsgesellschaft mbH, Adminal-Rosenfeld-Strasse 3a, 63263 Neu Isenburg. ISSN 0174 1763. Responsible Editor: Richard Lambert. ISSN 1468-2755. Richardson Partridge No 070850  
FRANCE:  
Publishing Director: P. Marnigault, 42 Rue La Boetie, 75008 PARIS. Telephone (01) 576 8254. Fax (01) 576 8254. Printer: S.A. Nord Editeur, 1521 Rue de Courbe, F-91100 Roussay Cedex. Editor: Richard Lambert. ISSN 1468-2755. Richardson Partridge No 070850  
SWEDEN:  
Responsible Publisher: Bradley P. Johnson, Telephone +46 8 721 1245. Printer: AB Kvalitetstryckeriet, Expressen, PO Box 6007, S-590 06, Jönköping.  
© The Financial Times Limited 1999. Editor: Richard Lambert, c/o The Financial Times Limited, Number One Southbank Bridge, London SE1 9HL.

JP 11/10/150



NATO EXPANSION HUNGARY AND THE CZECH REPUBLIC GRAPPLE WITH PROBLEMS AS THEY - ALONG WITH POLAND - PREPARE TO JOIN THE MILITARY ALLIANCE TOMORROW

## Ethnic dilemma for Budapest

By Robert Wright in Budapest

Károlyi Szent István is indistinguishable, to a foreigner at least, from any other middle-aged Hungarian. He looks Hungarian, speaks Hungarian and seems more at home than other residents of the Bicske Refugee Reception Station, just outside Budapest.

Mr Szent István is an ethnic Hungarian from Yugoslavia. He fled his home in Serbia's northern Vojvodina province last May after the authorities tried to force him into the army. Other Hungarians at the station tell of similar escapes, but also of brothers who were caught and are fighting in Kosovo. Many have families among Vojvodina's 340,000 Hungarian inhabitants.

The group embodies some of the dilemmas for Hungary when it joins Nato tomorrow. While the alliance's policy may be to bomb Serbia if it refuses to sign a Kosovo peace deal, the Hungarian government's role will be sensitive. It cannot refuse to help Nato, but will not promise armed peacekeepers.

The Vojvodina problem is just one of the complex historical ties with surrounding countries which promise to give Hungary a vital position as Nato's outpost on the edge of Europe's most unruly region.

"I don't think Hungary has come to terms with the different requirements there are going to be on it, for instance, with its special relationship with the Balkans with its (Hungarian) ethnic minorities," says one western diplomat.

Just how rough this neighbourhood can be emerged last month. The new government of neighbouring Slovakia - whose population is more than 10 per cent Hungarian - revealed that its secret service under Vladimir Meciar's previous government sent agents to disrupt Hungary's Nato and European Union integration.

Relations with both Slovakia and Romania have since improved. The Hungarian government's answer is simple. It supports the Nato membership of many surrounding countries, including Slo-

Military profiles			
	Czech Republic	Hungary	Poland
1997 reference budget	58,100	42,300	240,650
including	35,000	27,300	141,800
concepts	308	835	1,727
	754	949	1,589
109 inc	114 inc	325 inc	
MIG-21	MIG-21	MIG-21	
So-22	MIG-29	MIG-29	
		So-22	
			26

Source: BBC The Military Balance 1998/99

vakia and Romania, the countries with the biggest Hungarian minorities, and Slovakia, which, like Hungary, is in fast-track negotiations to join the EU.

In the interim, the government hopes, the example of an economically successful, western-facing Hungary will bring stability to the region.

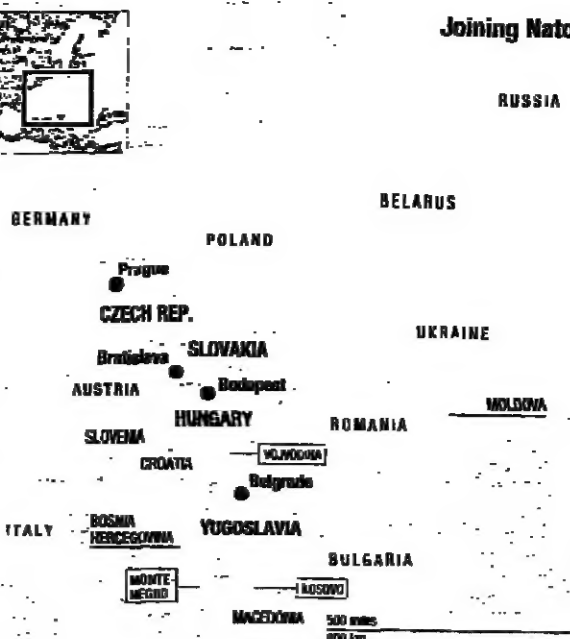
The technological barriers to membership may be more troublesome. Lieutenant General Nandor Hollosi, deputy chief of defence staff,

points out that the Hungarian air force depends on Russian staff to keep airborne its ageing Soviet-built MIG-21 fighters. While the military would like to buy 30 new western aircraft the F400bn (\$1.7bn) cost is beyond its defence budget.

Instead, spending has concentrated on basic Nato requirements. A new air defence system has been inaugurated and modern controls are being fitted to old equipment. There has

also been emphasis on language and other training to bring Hungary's military philosophy into line. Gen Hollosi concedes, however, it will be 10 years before Hungary's armed forces meet Nato standards.

But Nato membership is being portrayed as a huge step towards joining the prosperous European mainstream. As such, the move remains popular, opposed by only 20 per cent of opinion poll respondents.



## Prague security scramble

By Robert Anderson in Prague

The Czech Republic's preparations to join Nato have been overshadowed by a scramble to screen government personnel and a spy scandal that has raised doubts about the country's ability to keep secrets.

There has been a rush to screen all those who will come into contact with Nato classified information after it became clear that there was a backlog. The national security law, passed late last year, requires everyone to be newly vetted and is far stricter than Nato requires.

The relevance of the screening was called into question in January when the name of a British intelligence official in Prague was leaked to the media, allegedly by disaffected Czech agents in retaliation for his role in the dismissal of the head of the secret service.

Both incidents have been seized on by a media already sceptical about the country's readiness and enthusiasm for Nato.

Unlike the Poles and the Hungarians, the Czechs lack a convincing military tradition. The army did not defend the country from Hitler in 1939 or the Russians in

1968. Although all parties, except the Communists, support Nato, opinion polls show only about 50 per cent backing for membership, with 30 per cent opposed.

Nevertheless, western military experts are upbeat about the country's preparations. "They have made enormous progress, a quantum leap," said a US government official.

Communications, intelligence services and air defence have been linked with Nato and officers have been put on English language courses.

Practical co-operation has already started through participation in the Partnership for Peace exercises and by working with the British army in the peacekeeping forces in Bosnia.

"The experience of Bosnia has been crucial in preparing for Nato integration," said Jaromir Novotny, deputy defence minister.

Other changes, such as adopting compatible munitions, will have to wait until 2005 and until resources allow. "We expect to be fully compatible with Nato in 15 years," said Mr Novotny.

More fundamental changes, including establishment of a professional army,

are still up for debate. Since 1993 the army has been halved to 60,000, of which just under half are professionals, but a further shift would be expensive.

"The evolution is going this way," said Mr Novotny. "But this economy does not have the resources for a professional army at present and will not in the next 10 years."

The country will initially contribute to Nato about 400 troops for rapid reaction operations, including a chemical protection unit. By 2003 it expects to contribute a mechanised battalion.

But western experts are worried that the armed forces still require substantial investment at a time of economic recession.

The military budget was increased this year to 1.9 per cent of gross domestic product, or Kc37bn (\$1bn), and is set to reach 2 per cent next year and thereafter.

However, most of this is eaten up by personnel and housing costs and there is little money for new procurements, particularly as the air force is committed to paying Kc30bn for 72 domestically produced L-159 light attack aircraft in the next four years.

### NEWS DIGEST

#### TAXATION PROPOSALS

#### Bonn admits error over energy reserves taxes

The German finance ministry yesterday conceded that its forecasts of the effects of plans to tax reserves built up by the country's energy industry had been misleading.

A ministry spokesman said tax changes proposed by Oskar Lafontaine, the finance minister, would cost the industry DM21.3bn (£10.9bn, \$12bn) over 10 years. Until now it had been using an estimate of DM10bn, without making it clear this was over four years only.

The new figure is closer to the DM25bn the energy industry says it will have to pay if the tax changes go through in their current form. But industry leaders yesterday said while they were glad that the finance ministry was "coming closer" to their assessment, they remained resolutely opposed to the tax changes.

On Tuesday, the energy industry pulled out of separate talks on a schedule for closing Germany's 19 nuclear power stations until the tax reform issue was resolved. People familiar with the tax reform talks said the government had produced no breakdown or substantiation of the forecast cost of taxing reserves. "The finance ministry appears not to have done its homework," an industry executive said.

Frederick Stüdemann, Berlin

#### EUROPEAN DEFENCE ALLIANCE

#### US warns of 'risks and costs'

The US yesterday warned Europe of the "risks and costs" of creating a stronger European defence capacity in terms of the danger of alienating American opinion as well as of higher military spending.

While expressing strong US support for the planned European Security and Defence Identity (ESDI), Strobe Talbott, deputy secretary of state, issued a caution. "If ESDI is misconceived, misunderstood or mishandled, it could create the impression - which could eventually lead to the reality - that a new European-only alliance is being born out of the old, transatlantic one." Some US politicians in Congress seem all too ready to misconstrue ESDI to wash their hands of Europe, according to US officials.

Speaking at a Nato conference organised by the Royal United Services Institute in London, Mr Talbott also expressed concern that the European Union's ambitions to play a defence role should not sideline those European countries outside the EU, such as Norway and Turkey, as well as Poland, Hungary and the Czech Republic, which are due to join Nato tomorrow. David Buchan, London

#### TRADE DEFICIT WIDENS

#### Romania GDP shrinks 7.3%

Romania's official recorded economy contracted by 7.3 per cent in 1998, according to official statistics published yesterday. The figure surprised analysts, who had been forecasting a 4 per cent drop in gross domestic product. In 1997 Romanian GDP fell by 6.6 per cent to \$35bn.

Romania's continuing difficulties were underlined by the latest trade figures, which show that in 1998 the country ran a trade deficit of \$3.52bn, against 1997's trade deficit of \$2.85bn. Last year Romanian exports fell by 1.6 per cent year on year and imports rose by 4.8 per cent year on year.

The country's deteriorating economic performance has brought unemployment. The national jobless rate rose from 11.1 per cent in January to 11.8 per cent in February. Most of the job losses result from government efforts to restructure the state-owned sector.

February's inflation rate was 2.9 per cent. The finance ministry predicted that inflation would reach 32 per cent by Christmas. In 1998 inflation was 40 per cent.

Romania is in talks with the International Monetary Fund and the World Bank about new loans.

Joe Cook, Bucharest

#### PETROLEUM FUND

#### Norway invites bids

Norway's central bank yesterday invited external managers to submit bids for up to five mandates, with each mandate to manage at least \$200m of the country's Nkr171.8bn (\$22bn) petroleum fund, the investment vehicle for its oil revenue surplus. The move is the last of four planned rounds of bidding for the management of the fund's assets, which were opened up for placements in international equities last year. Before that, the fund only invested in interest-bearing instruments managed by the central bank and one external bond manager.

The bank plans to award the mandates by the fourth quarter of 1999. The results of the previous offer of mandates, for the active management of bonds representing less than 10 per cent of the Nkr103bn bond portfolio, will be announced towards the middle of this year.

Valeria Skjold, Oslo



**BELLCORE  
INVENTED TODAY'S  
TELEPHONE  
NETWORK IN THE U.S.**

**TELCORDIA IS  
RE-INVENTING IT,  
WORLDWIDE.**

Belcore has become Telcordia Technologies. And the stripes of today's communication networks will never be the same. We're creating the Next Generation Network to converge voice and data technologies and open amazing capabilities for everyone, everywhere. We started it. We'll finish it.



**Telcordia  
Technologies**

Performance from Experience

An SAIC Company

www.telcordia.com +1-732-695-5800 in the U.S. 1-800-521-2673

©1999 Telcordia Technologies, Inc.



## ASIA-PACIFIC

ISLAND TENSIONS ESTRADA BACKS AGREEMENT ALLOWING JOINT MILITARY EXERCISES AFTER CHINA BUILDS ON REEF

## Manila urges US role in Spratly dispute

By Peter Montagnon and Tony Tassell in Manila

Joseph Estrada, Philippine president, called yesterday for closer ties with the US amid growing tensions in the South China Sea over the disputed Spratly Islands.

Mr Estrada said the need for Washington to hold the balance of power in the region had been reinforced since the "sudden" construction last year of a large structure by China in Mis-

chief Reef in the Spratlys. His call came as Manila identified newly built structures in a previously undeveloped part of the Spratlys, which has been claimed by eight countries. Mr Estrada is also battling to push a controversial agreement through the Philippine Senate which would allow large-scale joint exercises with the US on Philippine soil.

Although described by one analyst as merely a "collective visa arrangement", the

accord signed in February last year is highly controversial in the Philippines, where memories linger over the presence of US bases until their 1991 eviction - enthusiastically supported by Mr Estrada. "Then I was fighting for national sovereignty. Now I'm fighting for national security," he said in an interview with the Financial Times.

"I am afraid of what China is doing there in the Spratly Islands in Mischief Reef," he

said. "It is an encroachment on our territory. Under the United Nations law, the exclusive economic zone of a country is 200 nautical miles from the shoreline. It [Mischief Reef] is only 185 nautical miles from our shoreline while the nearest Chinese island is more than 600 miles away."

Orlando Mercado, Philippine defence secretary, said it was still not clear which of the claimants was behind the new structure at Lizardo

Webber Reef but added it was further indication of a "construction boom" in the Spratlys.

The Philippines is now aiming to step up efforts to resolve the dispute with China over the Mischief Reef site, according to Domingo Siazon, the veteran Philippine foreign affairs secretary. He said the country would try to raise the issue at an Asia-Europe meeting later this month in Berlin. The move, however, has

attracted fierce opposition from China, which has resisted any multilateral discussion of the Spratly issue.

Mr Siazon said Philippine and Chinese officials would also meet later this month as part of a "confidence-building exercise" between the countries. He said the Philippines would continue to seek joint use of the Mischief Reef area with China as a way of resolving the dispute while putting the issue of ownership to one side.

## NEWS DIGEST

## PARLIAMENTARY APPROVAL

## Path cleared for Thai privatisation programme

Thailand's parliament yesterday gave final approval to a bill to make it easier for the government to privatise a host of state-owned companies. The bill was the third of 11 significant new economic laws the government has been able to push through the country's ponderous parliamentary process.

Final approval was given by the elected lower house to the amended version of the law that had been passed by the appointed upper house after being initiated by the lower house.

The privatisation bill allows the government to transform state enterprises controlled directly by government ministries into limited-liability companies, dividing their capital value into shares. These shares, or a portion of them, can then be sold to private investors.

Changes made by the Senate include taking the privatisation process out of the hands of the finance ministry and putting it under the control of the prime minister, and stipulating that representatives of both the supervising ministries and state enterprise workers sit on the committees that will design the privatisation of each individual state enterprise. Ted Bardacke, Bangkok

## STOCK INDICES

## IFC readmits Malaysia

The International Finance Corporation, a unit of the World Bank, has readmitted Malaysia into its indices following the relaxation of capital controls last month. Analysts expect the move to make Malaysian stocks more attractive to foreign investors.

Malaysia was removed from the IFC and other internationally followed indices after it imposed capital controls last September to curb the flow of speculative funds, which were blamed for fluctuations in the stock and currency markets.

The Malaysian central bank says there are signs the country would be reinstated into the Morgan Stanley Capital International family of indices soon. Analysts expect this to happen within the next few months. In February Malaysia lifted a one-year moratorium on the repatriation of funds invested in shares, replacing it with an exit tax in a bid to woo back investors. T. J. Tan, Kuala Lumpur

## INTERNET IN CHINA

## Gates offers cheap access

Bill Gates, chairman of Microsoft, the world's biggest software company, yesterday unveiled a new software operating system that will allow Chinese access to the Internet through their televisions. The main selling point of the Venus system was that the software needed for television access to the Internet can be loaded into a single box, which costs considerably less than a personal computer. A Microsoft spokesman estimated the cost of the boxes as low as RMB1,500 (\$181), against RMB10,000 for a typical personal computer.

The boxes could accommodate a video compact disc player, a low-end personal computer and a web browser, executives said. Microsoft's software product for the Chinese market are expected to be ready for release at the end of the year.

Companies with plans to roll out Venus devices included Taiwan's Acer, Philips Consumer Electronics of the Netherlands, and China's Legend Holdings and Stone Electronic Technology and Haier Group, Microsoft said.

"Our goal is very aggressive goal, and that is to introduce millions and millions of people to computers and to the Internet," Mr Gates said at a ceremony in the southern city of Shenzhen. James Kyng, Beijing

## INDONESIAN VIOLENCE

## Police fire on Ambon rioters

Indonesian troops fired on tens of thousands of rioters in Ambon city yesterday, killing two and injuring at least 50. Fighting between thousands of Christians and Muslims armed with Molotov cocktails, machetes and spears broke out in the morning and went on for most of the day in the city, 2,300km east of Jakarta.

Elsewhere in the Indonesian archipelago Muslim protesters again marched in protest at the military's failure to stem the violence in the eastern island. In Bandung, 140km south-east of Jakarta, 1,000 demonstrators called for a holy war and the resignation of armed forces chief General Wiranto.

The latest violence came as the World Bank warned in a report that political uncertainty could delay already fragile prospects for an economic recovery. Reuters, Jakarta

## Currency tremors hit 'island of stability'

China is under mounting pressure to devalue, write James Harding and James Kyng

Pressures are mounting for a devaluation of the renminbi, China's currency.

The economy, praised by Robert Rubin, the US Treasury secretary, last year as "an island of stability", is looking less and less stable and the fate of the currency has for the first time been explicitly linked by a senior official to overall economic performance.

The no-devaluation pledge, which has gradually been watered down from the immutable commitment in the interests of Asian recovery made nearly two years ago, is now being expressed in terms of China's chief domestic priorities: social stability and economic growth.

The outlook for the economy is bleak. Economists, both Chinese and foreign, believe that China's growth last year was probably several percentage points lower than the 7.8 per cent officially claimed.

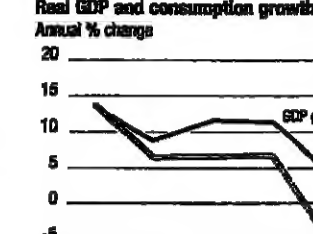
Exports rose by just 0.5 per cent in 1998, down from a 30.9 per cent climb in 1997. In the past few months, exports have posted sharp year-on-year declines and January's trade surplus of \$1.5bn was far below the \$4bn recorded in the same month a year ago.

Foreign direct investment last year was put at \$45.6bn but officials expect inflows to fall off sharply this year, perhaps to as little as \$15bn. Two-thirds of all China's important manufactured goods are in oversupply, price deflation has run into its 17th month and consumer demand is described by the prime minister, Zhu Rongji, as "feeble" despite repeated interest rate cuts over the past two years.

Loss-making state enterprises are slipping deeper into debt and are generating millions of redundant workers. According to respected Chinese economists, there are more than 100m unemployed in the rural hinterland and perhaps another tens of millions out of work in the cities.

But worse than all this, none of the strategies China is using to reinvigorate the economy appears to hold out

China Real GDP and consumption growth Annual % change



Source: CIA, Economist, etc.

Zhu Rongji, Chinese premier

promise of sustainable success.

Efforts to expand consumer spending, which accounts for around 50 per cent of gross domestic product, have been undermined by the pursuit of another top policy - the reform of state industries. Such reforms slash the housing, medical care and education subsidies that state sector employees have enjoyed for decades. Redundancies are also common.

Under such circumstances, many people are reluctant to spend, even if interest rates are low, economists said.

"It will be very difficult to stimulate consumer demand this year," said Wang Zhenzhong, a senior economist at the Chinese Academy of Social Sciences.

Mr Zhu indicated in a speech to the National People's Congress (parliament) last week that such enterprise reforms would not be postponed. He said lending to industries troubled by oversupply should be stopped. Barring a few exceptions, no new industrial development projects should be approved in 1999.

The other policy used to stimulate growth, a fiscal package directed mainly at infrastructure spending, is also compromised.

For one thing, the RMB100bn (\$12.1bn) infrastructure bond issue launched last year appears too modest when compared with RMB3,354bn in total industrial output last

year - to provide more than a transient filip to a few industries.

In addition, China's ability to issue more infrastructure bonds this year and beyond is limited by a high level of national debt service charges. Last year, 50 per cent of money raised through sale of Treasury bonds went to cover costs of existing debt, official figures show.

Even if China does decide to issue another tranche of infrastructure bonds, officials said this cannot be relied upon as a long-term policy. Much of the RMB150bn budget deficit in 1998, up 57 per cent from last year, is expected to be channelled towards welfare for laid-off workers, pay rises for public servants and debt service coverage, rather than for infrastructure spending.

None of these structural inadequacies, however, signals that Beijing is about to devalue, only that as the year wears on the temptation to do so may intensify.

"As a last resort, the government could consider devaluation of the renminbi," said a senior official, who declined to be identified. "But this would be dependent on the performance of the national economy and on the situation with social stability."

Rising crime, street demonstrations and riots in parts of China already suggest that economic hardship

is biting. If concerns over social instability grow, so too will pressure on the exchange rate.

The main gain from devaluing would be the possibility of improved exports. China would also become cheaper for foreign investors, some of whom are currently withholding investments because they believe Beijing may devalue.

Devaluation would also relax the pressures on core sectors of industry, such as steel and shipbuilding, which have lost not only overseas sales but also domestic business to Japanese and Korean rivals. At the same time, a weaker currency would reduce the incentives that drive two of the most common illegal economic activities: smuggling in cheap foreign goods and leaking out billions of dollars in hard currency.

But the disadvantages could also be considerable. A devaluation could knock the Hong Kong dollar off its peg against the US dollar, precipitating a fall in asset and stock values in the former British colony. It would increase the costs of servicing China's foreign debts, applying more pressure to some Chinese companies with domestic currency revenues and sizable foreign borrowings.

It could also trigger another round of currency depreciations in the Asian region, thereby negating any trade competitiveness benefit that may have been won.

## Assassin kills Deloitte man in Thailand

By Ted Bardacke in Bangkok and Jim Kelly in London

A senior partner working in the Thai office of accountants Deloitte Touche Tohmatsu was shot dead yesterday in an apparent professional assassination.

Michael I. Wansley, 58, a partner with the firm in Australia based in Melbourne, was sitting in a van in central Nakhon Sawan province when he was shot between six and eight times by a gunman riding pillion on a motorcycle, a common tactic of hired killers in Thailand. The other three people in the van, all Thais, were unhurt, police said. He was travelling to visit a sugar company whose court-supervised debt restructuring he was appointed to oversee.

Mr Wansley is the first foreign executive to be murdered since the Asian economic crisis began in Thailand, where violent settlements to business disputes are common. The killing comes as anti-foreign sentiment, particularly in relationship to bankruptcy and insolvency, is heating up in the country ahead of a crucial vote tomorrow in the Senate on a new bankruptcy bill that would give creditors more power to seize Thai companies.

"At the moment it's too early to come to a conclusion about the motive for the shooting. But we will

look closely to see if there was a business conflict. It's possible some people felt threatened by the restructuring," a regional police spokesman told Reuters.

News of the killing threw Bangkok's foreign consulting community, recently bolstered by the arrival of scores of restructuring experts and forensic accountants, into confusion. The firm's partners are assembling in Bangkok to discuss the situation.

Mr Wansley was assigned by creditor banks to plan the restructuring of three related sugar mill companies owned by the Sirivirayakul family. They have a combined debt of about \$450m which is in arrears.

In a January interview, Mr Wansley said the likely option for the mills was to find a new investor to pump in capital - Australian sugar refiners, among others, have been looking at acquisitions in Thailand - a move which he recognised would lead to existing shareholders seeing their holdings reduced considerably. A final restructuring plan was due to be presented to the court in mid April.

In recent days senior members of Thailand's political establishment have made violent comments about foreigners and their attempts to acquire Thai companies via strengthened bankruptcy laws.

## China increases brokers' liquidity

By James Harding in Beijing

China will allow securities brokerages access to funds from the interbank market for the first time in a move to boost liquidity in the stock markets.

The plans to open a new source of funding are intended to answer the concerns of stockbrokers after the introduction of China's Securities Law cuts off access to funds held in client accounts.

Zhou Zhengxing, chairman of the China Securities Regulatory Commission (CSRC), was quoted yesterday in the Shanghai Securities News as saying that the decision to open the interbank market to securities houses was intended to enable "brokerages to raise funds through normal channels".

The Securities Law, which will take effect from July 1, requires stock brokerages to place client funds in special accounts, cutting off one of the funding sources that financed brokerages trading on their own account.

The measure in the Securities Law is intended to protect individual investors' funds, but the securities industry has warned that it threatens to drain China's

markets of liquidity and put further downward pressure on domestic Chinese share prices.

Securities houses in Shanghai welcomed the move to grant them access to the interbank market, which was accompanied by a commitment to prolong interbank market opening hours to cover brokerage demand.

Yan Yunlong, general manager of the trading department of China Guotai Securities, one of the country's largest brokerage houses, said: "The opening of the interbank market will greatly help brokerages to obtain the funds necessary for their operations."

Separately, several former officials at Guangdong International Trust and Investment Corporation (Gitic), the indebted fund-raising arm of the Guangdong provincial government that filed for bankruptcy earlier this year, are being investigated for corruption.

Wang Qishan, the executive vice-governor of Guangdong, was quoted in a financial magazine as saying that "some high-level managers are under legal investigation". They were not identified.

## Hong Kong sees some benefits in deflation

By Rahul Jacobs in Hong Kong

Walk through the shopping malls in Hong Kong's business district and you meet a blizzard of signs announcing "Final Sale: Up to 80% off". Even so, there are no buyers.

One afternoon, the action was so lacking in one store that the lone saleswoman might have been mistaken for a shop dummy.

The same symptoms can be seen on the real estate market. Renu Budhrani, director of the residential department with the property consultancy Chesterton Petty, reports that multinationals in the city are asking for, and getting, 20-30 per cent cuts.

"Companies across the board have cut budgets. Despite that, their staff are getting more for less. Instead of downgrading, they are upgrading," she says. Ms

Budhrani recently showed clients a 1,900 sq ft apartment with "unobstructed sea views" renting for HK\$90,000 (US\$10,300) per month a year ago. Today, it fetches some HK\$60,000.

A deflating property bubble, the resulting collapse in domestic demand and weak import prices have put Hong Kong on course for deflation of minus 2 per cent this year. Consumer prices declined 1.1 per cent in January, the government announced last month.

In an attempt to boost domestic demand, it recently said that it would issue a 10 per cent rebate to individuals and companies on taxes they had paid in 1997-98.

But a bout of deflation is not all bad news for Hong Kong. Its fixed exchange rate means that prices need to adjust to keep Hong Kong competitive. That would be

welcome at a time when its high costs have seemed even more conspicuous because the currencies of many other Asian countries have depreciated significantly.

"This is a blessing in disguise," says Rafael Hui, Hong Kong's secretary for financial services. It is also a huge departure from Hong Kong's inflationary past. Through the first half of the 1990s, inflation hovered around 9 per cent, making it one of the world's costliest cities and driving its obsession with real estate.

Hong Kong's currency peg to the US dollar meant that interest rates closely followed those of the US even though inflation locally was higher.

"In an era of negative real interest rates, you had to buy property just to keep up," says Martin Tse, an analyst with CS First Bo-

ton. Now, the opposite is happening. High real interest rates and a lack of confidence in the property market have led so many people to put their money into bank deposits that banks are awash with excess liquidity.

The negative wealth effect that followed the bursting of the asset bubble in the latter half of 1997 has come as a shock to retailers, who have faced months of double-digit sales falls.

Clothing and footwear prices plunged 18.5 per cent in January. Companies lose their pricing power in a deflationary environment, but they in turn can cut salaries and rents.

Giordano, a large casual clothes retailer based in Hong Kong, has cut the rental bill for its 53 stores in the city by HK\$18m last year and HK\$30m this year, and frozen wages.

A glut in office space in Central, the city's prime business district favoured by multinationals, has pushed office rents down by 40-50 per cent from a 1997 peak.

Factor in the allowances now routinely on offer, and rents in Hong Kong's central business district are lower than for equivalent property in Singapore in US dollar terms. Brooke International, the property consultancy, says.

Wages have also been affected by the deflationary spiral, but they are not falling fast enough. Many companies have cut the one-month bonus distributed at the Lunar New Year this month.

Victor Fung, chairman of Prudential Asia, says that in previous downturns, Hong Kong's labour costs adjusted quickly because its many manufacturing workers were

paid by the piece. "In this recession, there is more sickness, because a lot of people work in expensive service-sector jobs."

Still, some local economists argue that wage cuts at Hong Kong's small and medium-sized companies amount to a cut in labour costs of nearly 15 per cent. "There's not just asset deflation. There's also wage deflation, but Hong Kong's wage cuts don't hit the headlines," says Dong Tao, an economist with CS First Boston.

A survey by Watson Wyatt, the consulting firm, found that a quarter of the city's large employers say they have frozen wages in 1999.

That may be good news for Hong Kong in the long term, but as deflation becomes so much a part of the daily drama, it may take longer for the economy to rebound.

## RAISE YOUR NET WORTH

Now - whenever you want, wherever you are - you can get on-line and keep your portfolio in perfect shape. • Check vital share data. • Buy and sell Robeco Group investment funds, plus shares and bonds. • Print out statements. • Contact your investment manager direct - all with complete security. Want to know more? [www.robecobank.lu](http://www.robecobank.lu) or call us on +352 44 64 44-1 for a full information pack. Successful investing is simpler than you think.

INTERNET  
PORTFOLIO  
MANAGEMENT  
WITH  
ROBECO BANK  
(LUXEMBOURG) S.A.

[www.robecobank.lu](http://www.robecobank.lu)

Robeco Bank (Luxembourg) S.A.  
3, rue Thomas Edison  
L-1445 Luxembourg  
Phone: + (352) 44 64 44-1  
Fax: + (352) 45 21 98  
E-mail: [info@robecobank.lu](mailto:info@robecobank.lu)

ROBECO BANK  
LUXEMBOURG

Yes, I am interested in Internet Portfolio Management by Robeco Bank (Luxembourg) S.A.

Please send me a full information pack.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Postcode: \_\_\_\_\_ City: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Mr./Mrs.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## Amateur web trading rise worries US

By Louise Kehoe  
in San Francisco

The growth of "day trading" via brokerage web sites - which is fast becoming a popular hobby among internet users in the US - is raising increased concerns among US regulators and lawmakers.

California's state Senate Finance, Investment and International Trade Committee yesterday became the latest government body to take up the issue with hearings focused on the growth of online trading and concerns about consumer protection.

The California hearings come as the state of New York is investigating E Trade, one of the largest online brokerages, for a series of service disruptions last month. New York has also created a task force to probe a broad range of internet consumer problems.

The National Association of Securities Dealers, which has expressed concerns about whether consumers fully appreciate the risks of rapidly purchasing and selling stocks, was due to testify at the hearings in Sacramento yesterday.

Among the issues worrying regulators and lawmakers is the promotion of day trading as a route to quick profits by some online brokerages.

Web sites that enable users to buy and sell stocks for just a few dollars per trade have spawned the phenomenon of amateur day traders, who typically spend several hours a day online. Many know little about the companies whose stocks

they trade, but simply trade on movements in stock prices.

California's Department of Corporations was expected to warn state lawmakers yesterday that some online brokerages are encouraging consumers by offering instructions on how to engage in day trading, without warning about the financial risks.

Last month similar issues were raised by four US Congressmen, who asked the Securities and Exchange Commission to investigate.

"We are concerned about the capacity and other operational problems afflicting online trading systems and the adequacy of investor education and risk disclosures with respect to online trading," the congressmen wrote.

Representatives John Dingell, Ron Klink, Ed Markey and Edolphus Townsend said the Senate permanent subcommittee on investigations might hold a hearing on online trading.

Arthur Levitt, chairman of the SEC, has also warned consumers about the risks of online trading.

"Online investors should remember that it is just as easy, if not more so, to lose money through the click of a button as it is to make it," Mr Levitt said in a statement released in January.

The SEC says by the end of this year as many as 10m investors will be using online investment web sites. Trades through online brokerage accounts already make up about a quarter of all retail stock transactions in the US.

### On the web today

● Mexico abuzz at prospect of election's unlikely bedfellows ● Chile cuts rates again ● Washington's big spenders ponder financial balancing act once again  
<http://www.ft.com/americas>

REPUBLICAN RACE CANDIDATE TAKES EXPLORATORY STEP IN BATTLE FOR PRESIDENCY BUT NOW MUST FACE A WITHERING SCRUTINY

## Dole offers a break with tradition

By Gerard Baker in Washington

In the topsy-turvy world of today's Republican presidential politics, an inverse relationship seems to operate between the amount of campaigning effort put in by candidates and their standing in the opinion polls.

George W. Bush, the governor of Texas, who until last week had cheerfully dodged questions about whether he even planned a presidential attempt, has been out in front for nearly two years and is the firm favourite for the party's nomination for next year's election.

At the other extreme, Lamar Alexander, one-time governor of Tennessee, who formally opened his second shot at the nomination this week, has been in a more or less continuous campaign for the past six years, yet few polls give him more than 6 per cent of the vote.

Elizabeth Dole, who announced yesterday she was joining the thickening ranks of Republican hopefuls by forming a "presidential exploratory committee", fits the pattern neatly.

Two months ago, she began dipping a toe in the electoral waters, yet polls suggest she is already the clear challenger to Mr Bush, well ahead of the other half-dozen candidates.

Behind Mrs Dole's strong showing so far lie two main

factors: her name and gender. The wife of Bob Dole, 1996 Republican nominee, her family connections, like those of Mr Bush, give her that elusive advantage in the early stages of a presidential race: name recognition.

Better still, in a Republican party which seems to have gone out of its way in the past few years to alienate female voters, she offers the tantalising prospect of the first woman president in the country's history.

Put another way, her emergence gives Republicans an intriguing opportunity both to follow past form in anointing a member of the high political establishment and at the same time, break dramatically with tradition in picking the ultimate outsider in a male-dominated party.

While that prospect may have served her well in the phony war to date, she will now start to face the scrutiny that has withered many a good candidate before her.

Since she stepped down from the presidency of the American Red Cross in January, she has been product-testing a putative campaign theme in Iowa and New Hampshire, where the first two contests of the primary season will take place next February.

At a supposedly non-political event in Ames, Iowa, last month, she outlined that theme. A large crowd of



Elizabeth Dole stirring Republican hearts

AP

about 2,000 braved bitter weather to hear her lecture to the state university's centre for women in politics.

It was an appropriate setting. Like Mr Bush, Mrs Dole is trying to marry her instinctive conservatism to an inclusiveness that has

been lacking in conservative Republican politics.

In Mr Bush's case, that means saying positive things about ethnic minorities and women. In Mrs Dole's case, it means pointing to her own successful career to demonstrate that the party is not

hostile to ambitious and independent women.

She has mastered a public style of campaigning best described as "studied informality". Her folksy southern drawl ("How very kind of you" becomes "How valry kaand of yew") punctuated

by girlish giggles, goes down well with the friendly mid-westerners.

Her direct interpersonal manner needs work. In the company of real people she seems a kind of cross between Margaret Thatcher and Al Gore. But the message is clearly conservative - a long, pained yearning for better days past.

"This country, which has come so far, has lost so much," she tells her audience, bemoaning the lack of individual responsibility which she says has produced drug abuse, crime, declining educational standards and a "pornographic culture".

The message is clearly intended to blunt the Democrats' claim that under President Bill Clinton, the country has achieved unparalleled prosperity, and at the same time draw oblique attention to the moral flaws that have been much on display in the White House in the past year or two.

Yet the country has heard it before - from her own husband, in fact, four years ago, caricatured at the time as a "campaign for a better yesterday".

It did not seem to work then, and with the economy in better shape today, drug abuse and crime falling, Mrs Dole will have to work hard to convince Republicans that it will work any better in the year 2000.

## Brazil eyes April return to capital markets

By Geoff Dyer in Brasilia

Brazil hopes to return to international capital markets in April once the board of the International Monetary Fund has approved a \$9.2bn tranche of loans to the country, according to Arminio Fraga, the central bank's new president.

Mr Fraga will be in New York today at the start of a week of meetings with international financial institutions, in an attempt to persuade them to extend new

credits to the country.

He will also be explaining the details of the new agreement with the IMF signed on Monday, which the government hopes will repair credibility battered during the recent currency crisis.

"We plan to do something after the end of the month, once the next tranche has been disbursed," said Mr Fraga, in an interview yesterday. "We will take a serious look in April."

Although size and timing of any bond issue would

depend on market conditions, he said the central bank was looking at a number of ideas including a global bond issue and a dual-currency bond, which would be denominated in Brazilian Reals but which would offer a minimum return in dollars.

The government had ruled out the use of a guarantee from an international institution, such as the World Bank, to launch a sovereign bond issue, he said, but such guarantees could be used to

help private sector borrowers return to the market.

Mr Fraga admitted that inflation resulting from the devaluation would create a fiscal benefit equivalent to 0.5 per cent of gross domestic product by reducing the real level of spending. However the recession provoked by the currency crisis would reduce revenues, he said.

The central bank was developing the policy framework for an inflation target which would be announced in three months' time and

would use a consumer price index, he said.

Until then the bank would use the growth in the monetary base to guide interest rate policy.

The government won an important victory in Congress early yesterday morning when the lower house voted in favour of the extension and increase of a tax on financial transactions.

The tax, the last part of the R\$38bn (\$14.1bn) in budget cuts which were announced in November, is

expected to raise R\$8bn this year.

The lower house, which has to vote again on the tax, was voting yesterday on a number of amendments to the bill, one of which could significantly reduce its impact.

The currency continued to strengthen yesterday as investors reacted positively to the new IMF deal. By mid-afternoon, the Real was trading at R\$1.87 to the dollar, an appreciation of 6 per cent over the last two days.

ING has found a way to streamline international cash management.

Euro Navigator is a unique combination of products, services and consultation

that gives you direct electronic access to national payment systems throughout

Europe (including Central and Eastern Europe). It's available exclusively via the

following ING companies: BBL, ING Bank, ING Barings and Bank Mendes Gans.

# Euronavigation

ING

Euro Navigator is a fast, efficient and cost-effective means of managing your

finances. In fact, it lets you handle all of your European cash activities from a

single point. Which means, regardless of currency or destination, you can save

time and money when transferring funds.

And optimise your earnings with the

added control you enjoy over your cash

THE BEST-CONNECTED SOLUTION IN  
INTERNATIONAL CASH MANAGEMENT.

flow. Wherever your company's financial course leads, Euro Navigator

keeps you in complete command. To find out more about this unique tool

for international cash management, send an e-mail to [icm@mail.ing.nl](mailto:icm@mail.ing.nl)

ING

Trademark for integrated finance.



## INTERNATIONAL

## Emerging markets 'pose hidden risks'

By Alison Maitland in London

Multinational companies lost more than £15bn (\$24bn) last year by ignoring or underestimating corruption, bureaucracy, organised crime and other non-conventional risks in emerging markets, according to a report to be published this week.

Merchant International Group (MIG), the UK-based risk consultancy that wrote the report, says the losses equate to an average 8 to 10 per cent erosion of companies' expected returns from foreign direct investment.

The figure is based on responses from 7,500 multi-

national companies based in the UK, continental Europe, Scandinavia and the US. According to the MIG research, 84 per cent of operations initiated in emerging markets in the past three years have not met financial targets. Of these, 26 per cent have failed.

MIG attributes 25 per cent of the £15bn-plus losses to bureaucratic delays and differences in business methods, 25 per cent to bribery and cronyism and 25 per cent to organised crime, extremism or terrorism.

A further 15 per cent is put down to poor selection of business partners and 10 per

cent to unfair competition. Relying on traditional risk analysis from banks and credit rating agencies is no longer enough, the report says. "Companies ignore the less fashionable exotic subjects such as culture, nationalism and religion at their cost."

Many of these "grey area" risks are increasing, says Stuart Poole-Robb, the consultancy's chief executive. The real cost of crime and terrorism was estimated at nearly £12bn last year, a 30 per cent increase on the previous year, as companies spent more protecting their interests or failed to achieve projected revenues.

Organised crime will pose a greater threat as it becomes more sophisticated, the report says. "With over 4,000 individual groups of all nationalities, losses can be expected to be significant if the corporate eye chooses to ignore this issue."

Other growing problems include business cronyism, particularly prevalent in Asia, and fraud. "Many company directors don't have a clear idea of what is going on in their overseas markets," says the report.

"A significant number of companies, prior to the eruption of the Asian financial

crisis, steadfastly continued to deny to their own headquarters that a crisis existed."

Identifying and evaluating hidden risks facing investments will need to become more sophisticated, it says. "Companies (shareholders) will not be able to afford or countenance the losses recorded here this year."

For a second year, Pakistan heads the MIG league of riskiest countries for UK multinationals. Indonesia rises from third to second place and Russia from fourth to third.

Mexico carries the greatest risks for US multinationals,

followed by Russia and China. Mr Poole-Robb expects significant improvements in the next year in Thailand, Malaysia and the Philippines, but believes Indonesia, Japan and China will take longer to recover.

Eastern Europe, particularly Russia, is faltering and Africa and the Middle East are "very worrying", he says.

In Latin America, he sees Argentina, Brazil and Chile as markets with promise, despite the fallout from the Real's problems.

Costs of trouble abroad, Page 22

## Algerian regime's man runs on the reconciliation ticket

Roula Khalaf on the presidential frontrunner who wants to bring peace to a bitterly divided country

Abdelaziz Bouteflika, leading contender in Algeria's presidential elections, broke his silence yesterday to portray himself as a man seeking to reconcile the army, the Islamists and the secular society.

In his first interview during the campaign, the man seen as the army's candidate in the April 16 elections said that, as president, he would open a dialogue with anyone who could contribute to resolving the Algerian crisis. He did not exclude former representatives of the banned Islamic Salvation Front (FIS), the party which had been poised to win the 1992 elections cancelled by the army.

"Algeria today needs every citizen who believes in peaceful pluralism," he said. "Algeria belongs to all Algerians regardless of their political programme, inclination or ideology as long as they abide by the principles of the constitution and the laws of the republic."

Mr Bouteflika, 62, was foreign minister in the Boumedienne regime of the 1960s and 1970s. He was nominated

as candidate for the presidency by the National Liberation Front (FLN), the former ruling party. He has also won the support of another pro-regime party, and that of a small legal Islamist party.

But his candidacy has been highly controversial. Public support from some powerful retired generals fuelled suspicions that his election was being stage-managed. Following loud criticism of Mr Bouteflika in recent weeks and splits in two of the parties backing him, divisions began also to emerge within the army over his candidacy.

Mr Bouteflika insists he is his own man but that he wants the support of institutions such as the military, political parties and civil society in an effort to win the trust of both the Algerian people and the army.

He revealed that in 1994, the army had called on him to assume the presidency, but that he had declined because all his conditions were not met.

For Bouteflika is a safer pair of

hands than other candidates and a smooth diplomat who might improve the country's tarnished image abroad.

He made no secret that he shared many of the army's policies. He said the most pressing issue would remain the fight against "terrorism and violence" but without "weakness or excess."

While many in the opposition believe that ending Algeria's crisis requires a gradual return of the army to barracks, Mr Bouteflika sees the military establishment today as playing a key role in efforts in national reconciliation. The army, he said, should be credited for holding the country together, and as "the engine for the promotion of a nascent democratic culture."

His approach is first a dose of realism, manifested by his description of the crisis which the government has tried to undertake as a "national catastrophe". He also believes that the regime's restoring of parliament and municipal councils in recent years could not alone return Algeria to peace.

"Society has been so tra-



Abdelaziz Bouteflika: ready for dialogue with anyone who can help end Algeria's agony

matized and torn apart that new institutions alone, however necessary, are not enough to reconcile the country with itself," he said. "For this, trust must be re-established between the people and the new institutions."

How would he try to re-establish this trust? A broader dialogue will certainly not mean rehabilitating the FIS. But it could lead to talks with individual leaders or members who can influence extremist armed groups.

Mr Bouteflika would also introduce measures to promote reconciliation and forgiveness. He praised for example a recent govern-

ment decree promising to indemnify families of victims of terrorism as well as relatives of people who have disappeared after being taken by security forces.

"The problems are difficult. They are complex. They are tragic. But a national solution exists. It must be found, by the support of some, the contribution of others and the generosity of the entire population," he said.

Restoring confidence in the economy and creating jobs at a time when social pressures are intensifying – and the price of oil and gas on which Algeria depends is in collapse – are an essential

part of the solution to Algeria's crisis.

Mr Bouteflika spoke of the need to diversify the economy. He said changes were needed in the banking and financial sectors and to streamline the legal system and the bureaucracy.

To have a chance to work for national reconciliation, Mr Bouteflika has his work cut out in coming weeks. While trying to create a stronger base within the regime, he also has to alter the perception that he is being imposed from the top and win the trust of a large section of the population in a credible election.

## NEWS DIGEST

## GAZA PROTESTS

## Palestinian police shoot dead two teenagers

Palestinian police yesterday shot dead two teenagers in Gaza following widespread protests against a death sentence imposed by a military court on a security agent who was allegedly a member of the opposition Hamas Islamist movement.

The protests in Rafah, close to the Egyptian border, were some of the most spontaneous and vociferous so far against the police forces as well as against Yasser Arafat, president of the Palestinian Authority, who can confirm or commute the death penalty. Three executions by firing squad have been carried out in the past year in Gaza.

According to Palestinian human rights groups, the protests also signalled growing opposition to the power of the dozen or so Palestinian police forces. They said Mr Arafat had used them to play off against each other and keep each of them in check, while at the same time he used them to snuff out any opposition.

The crowds threw bottles and stones at the police, reminiscent of the days of the *Intifada*, or Palestinian uprising against Israel in the late 1980s. During a funeral of one of the teenagers, they shouted: "Arafat, keep your dogs away." Judy Dempsey, Jerusalem

## FUNDS PLEDGED

## UK backing for Nigeria

Britain yesterday offered cautious support for Nigeria's incoming elected government, promising to provide funds for the restructuring of the military and to sue for the lifting of remaining European Union sanctions, most of which are military-related.

But discussions on the rescheduling of Nigeria's \$28bn external debt, two-thirds of which is with the Paris Club, would be unlikely before the civilian government – due to take office before the end of May – had established a track record, Robin Cook, the British foreign secretary, said. He was speaking during his first official visit to Africa and after an hour of talks with Olusegun Obasanjo, the president-elect. Britain suspended military co-operation with Nigeria after elections in 1993 were annulled by the army. William Wallis, Lagos

## ESPIONAGE CHARGES

## Congo pressed to free officials

Britain has demanded the immediate release of four Britons and one American held under house arrest since Sunday in a hotel in Kinshasa, the capital of Congo, formerly Zaire.

One UK Foreign Office official, two ministry of defence officials, one member of the UK ambassador's protection team and a US State Department official on secondment to the British government were detained at a military site in possession of maps, according to the Congo government. "In any country this would be espionage," said Gaston Kaludji, the interior minister.

Another British diplomat, who was also with the officials, was expelled from the country. The Foreign Office denied the espionage charges and said the officials were on "routine business, reviewing evacuation plans in the event of trouble in Kinshasa". Mark Turner, Nairobi

## WORLD TRADE

## ONLINE SALES RESEARCH STUDY FORECASTS RAPID GROWTH OVER NEXT FIVE YEARS

## Digital music market 'will be worth \$4bn'

By Alice Rawsthorn in London

Nearly \$4bn worth of music will be sold over the internet, or other digital distribution systems, in five years' time, according to a new study by Music Business International (MBI), the research consultancy.

"The development of the online market is one of the most important issues facing the global music industry. It threatens to destabilise the balance of power by triggering a steep increase in piracy and enabling both record companies and recording artists to bypass traditional retailers."

Forecast music sales by value via internet (\$m)

	1998	99	2004
World total	142.8	348.4	2,905.8
Worldwide market for music (\$m)			
Retail value	40,034.2	41,032.1	47,538.1

Source: MBI

The online market is still in a fledgling state. MBI's new World Report 1999, compiled from data supplied by Market Tracking International, estimates that nearly \$143m-worth of music was sold on the internet last

year. Almost all those purchases were conventional compact discs or cassettes bought by mail order from retail web sites such as CD Now and Amazon. The online market was also heavily dominated by the US

which accounted for \$128m-worth of total internet sales, compared with just over \$13m from Europe, the second-largest region.

Internet sales are expected to rise rapidly over the next few years, as computer usage increases and record companies introduce direct digital delivery systems, whereby consumers can download digital versions of recordings directly on to their home computers from web sites. The "big five" multinational music groups – Universal, Sony, Warner, EMI and Bertelsmann – are starting a digital distribution test with IBM in San Diego,

California, this summer, and plan to launch similar systems nationally this autumn.

MTI's data suggest that internet sales will more than double in value to \$348m this year and total \$3.9bn in 2004. The US contribution to the online music market will be worth \$2.8bn that year, and Europe's \$834m.

The vigorous development of the internet music market will take place against a backdrop of relatively modest growth in total music sales and corporate turmoil across the industry as Universal absorbs the old PolyGram group and EMI contin-

ues to be clouded by takeover speculation.

MBI suspects that the depressed Asian region will remain sluggish for several years, as could the once-buoyant Brazil. Other Latin American markets may accelerate and the North American market is expected to remain solid.

As a result, the global music market is expected to grow from \$40bn in 1998 to \$41bn this year and to \$47.5bn in 2004. MBI World Report 1999 is available for \$395 from MBI Ltd, 7 Archway Business Centre, Waltham Street, London N19 4RU. Tel: 0171 263 1365.

## Weakening demand worldwide looms for Italian textile machinery manufacturers

Peter Marsh reports on the fragile export prospects for a world leader in the field

Francesco Lonati, chairman of Lonati, one of Italy's biggest textile machinery companies, does not know whether to laugh or cry.

His family-owned company, the world's biggest maker of sockmaking equipment, is predicting a surge in orders this year for a new type of machine that makes socks in a single step rather than requiring the normal additional procedure of sewing up the toe.

But while Mr Lonati, 58, hopes to sell 2,000 of these systems by the end of the year at \$27,000 each, considerably boosting his customers' productivity, the company reckons its overall sales of hosiery production machinery will be down 10 per cent on the £400bn (£206m, \$244m) reached last year because of wider problems in the textile industry.

Such similarly mixed emotions are the norm in much of the rest of the Italian textile machine industry, which vies with Japan for being the

world's second biggest after Germany. Italy is responsible for an estimated one sixth of the world's \$22bn a year output of textile machines.

But while the Italian industry, which exports two thirds of its output and employs 26,000 people in 350 companies mainly in the north of the country, has recovered strongly from the weak worldwide economic conditions in the early 1990s, output last year dipped an estimated 7 per cent from the £7,170bn in 1997.

This year, Ermanno Ronchi, president of Acmim, Italy's textile machine trade association, says the industry will "do well just to reach the sales of hosiery production machinery in 1997."

In 1998, Asia accounted for nearly a quarter of the exports of Italy's textile machine producers. Europe was responsible for nearly half Italy's exports, and North America 17 per cent.

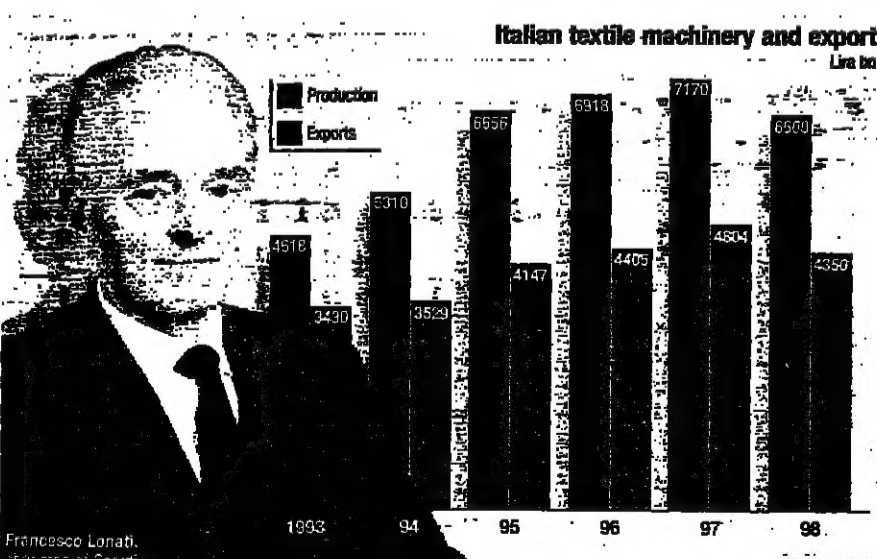
But weakening demand in the main textile production countries in Asia – which

include China, India, Taiwan, Thailand and Indonesia, together estimated to account for about 40 per cent of the world's textile manufacturing capacity – looks likely to push textile machinery exports to this part of the world much lower this year.

And the machinery makers cannot expect much better from other regions which looked promising earlier in the 1990s, but where demand has been hit more recently by broader economic problems affecting the countries in question.

"In Russia and Mexico, everything [in terms of orders] has stopped," says Alberto Sacchi, managing director of HTP, a textile group which makes printing equipment, and exports three quarters of its £30bn annual sales.

At MCS, a family-owned maker of dyeing equipment,



Gianni Pilenga, a senior manager, expects sales this year at the company to be slightly higher than last year's £60bn, mainly on the back of good prospects in European countries such as Spain and France.

Mr Pilenga, whose company exports two thirds of its production, says MCS has been quick to spot opportunities for sales in small markets around the world. "We have sent our salesmen to a number of places like Hungary, Colombia and Guatemala and they have come back with good orders," he says.

Incas, a maker of specialist monitoring equipment for textile machines, expects

this year to expand its 1998 sales of £20bn by a fifth, helped by stronger export sales this year at about £100bn, accounted for 70 per cent of turnover. Incas's equipment uses computers to calculate the performance of individual machines in a textile factory, so helping to boost productivity.

Prottil, a family owned maker of knitting machinery, expects to keep its sales this year at about £100bn, roughly similar to last year, but suffer a fall in profits as a result of the weaker economic climate, according to Luca Prottil, managing director.

The company last year sold 60 per cent of its pro-

duction outside Italy – with 15 per cent going to the US, where it started exporting as recently as 1991. In recent years, Prottil has increased its development spending to make its knitting machines capable of turning out more intricate designs of fabric, and work faster under electronic control.

"We have a development team of 35 people, of whom 12 are software specialists, and in five years' time we will probably expand the total to 50-60, of which half will be in software," says Mr Prottil. "To survive in an industry where competition is becoming tougher, we have to move faster to improve our machines."

## NEWS DIGEST

## US-CANADA TALKS

## Last-minute bid to settle magazines dispute

US and Canadian officials are due to meet in Washington tomorrow for negotiations aimed at heading off a simmering trade dispute over Canada's policy on foreign magazines. After several months of delay, Ottawa is planning to push through parliament this week controversial legislation that would effectively prohibit so-called split-run magazines, which are separate Canadian editions of foreign-owned publications. The US has threatened to respond with sanctions that would raise tariffs on a variety of Canadian imports. A series of meetings over the last month has failed to bridge the gap between the two sides. On Friday the US is expecting a Canadian response to proposals floated in those meetings.

The US is understood to have outlined a package of amendments that would change Canada's investment rules to allow joint ventures between foreign and Canadian publishers, and exempt smaller circulation magazines from the ban on split-run editions. Edward Alden, Toronto

## WTO RULINGS

## India complies on patents laws

India yesterday fell in line with World Trade Organisation rulings by amending its patents legislation to allow exclusive marketing rights for agrochemical and pharmaceutical products, as a prelude to the eventual introduction of product patents. Parliament's lower house ratified an earlier ordinance to the same effect issued in January, meeting a WTO order that India have the amendment set in law before April 19. The amendment, which aroused strong political opposition in India, gives pharmaceutical and agrochemical companies the sole rights to market in India products they have patented.

The amendment meets an earlier commitment to the WTO to accelerate moves towards the introduction of product patents in these sectors, which had enjoyed patent protection only for manufacturing processes – spawning widespread local copying of patented drugs and related products. India is also committed to introduce full product patents by 2005. Mark Nicholson, New Delhi

## HIGH-TECH

## European market to grow 8%

Western Europe's information technology and telecommunications market is expected to grow by 8.2 per cent this year, according to a report by the Frankfurt-based European Information Technology Observatory.

That growth will be fuelled by the Year 2000 computer date problem, the introduction of the euro, mobile communications and "explosive growth" in electronic commerce. However, growth this year will be lower than in 1998 when the European market grew by 8.9 per cent outpacing the US and the rest of the world. The slower growth mainly reflects falling telecommunications prices as competition increases in newly liberalised continental European countries. In a special section of its annual report published yesterday, the Observatory notes that certain areas of electronic commerce are approaching "critical mass" in Western Europe with 47 per cent of companies now using the technology, up from only 6 per cent two years ago. Paul Taylor, London



155 من الـ 155

# Who you trust in business is more than a matter of faith.



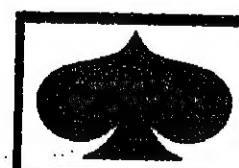
The Cap Gemini Group is the largest European IT services and business consultancy company.

Imagination, trust and partnership are fundamental elements of our culture. They are the core values that define how we work and are central to everything we do.

Through our Customer Relationship Management practice we help clients to know their customers, to

target them with the right proposition through the right channels, to sell to them and to service them.

We do what we say, we do it well, and we deliver beyond expectation. That's why so many leading companies place their trust in us.



**CAP GEMINI**

*Ideas People Technology*

You can contact us today on Tel: 0800 120123, Fax: 0171 434 8427, Internet <http://www.capgemini.com>







## Who's dot-comming the world?

Today, it's ".com" this, ".com" that.

You're more than a little familiar with .com.

But how about the company behind it? At

Sun, we've been taking companies

into the Network Age for

the better part of 16

years. Everything we

make, everything we

do (and everything

we've always done) is

about network computing.

And that's what dot-comming is all about.

Our computer systems, technologies and serv-

ices enable companies to get to the Net, and .com

their business processes. From ISPs like UUNET

and EarthLink to entertainment companies like

Sony. From e-commerce businesses like Music

Boulevard to portals like Excite. And with our

Java™ technologies, we're extending the Net —

all the way to consumer devices. By dot-comming

everything from smart cards to cell phones to

home appliances, we're ushering

in a whole new world

of interaction.

# .com

With our technologies

behind them, hundreds of com-

panies, some decades-old, some hours-old, are

dot-comming themselves overnight. Reinventing

themselves overnight. We're the dot in .com.

What can we .com for you?

We're the dot in .com.





## BRITAIN

GSP CONGRESS TO HEAR PROPOSAL FOR REGION TO JOIN LIST OF TARIFF-FREE TERRITORIES

## US trade boost urged for Ireland

By John Murray Brown  
in Belfast

A bill to meet Northern Ireland's claims to special trade relations with the US is likely to go before Congress soon.

The bill promoted by Jim McDermott, a Democratic congressman from Washington state, suggests that Northern Ireland should go on the list of 140 countries and territories that currently enjoy tariff-free status for some 4,000 manufactured products entering the US - the so-called generalised system of preferences.

The bill also proposes the establishment of a Northern Ireland investment fund, guaranteed by the US government, targeted at small businesses. In addition, the legislation calls for the re-naming of the existing International Fund for Ireland, which receives state funds from the US, Canada and the European Union. An earlier plan was to set up a free trade agreement with Northern Ireland along the lines of the US's trade pact with Gaza - the Palestinian self-rule area. But William Daley, the US commerce secretary, during a trip to Bel-

fast, Northern Ireland's principal city, last year said this was "a very long shot". Even the more modest proposal to give Northern Ireland GSP status has received a cool response in Northern Ireland and in the Republic of Ireland. The scheme would cover the six border counties of the Irish Republic worst hit by the impact of sectarian violence. Paul Gorecki, director of the Northern Ireland Economic Council, a think tank, said such an aid programme was out of step with the region's attempts to wean itself off government subsi-

dies. UK government officials are sceptical it will win official support from the European Commission as it is technically in breach of the single market. However, Mr McDermott points out that Madeira, part of the European Union, enjoys the same GSP status. He says it would only require a waiver from the World Trade Organisation - and similar concessions were made in the case of funds for Germany in the wake of the fall of the Berlin Wall. With Northern Ireland party leaders in Washington next week, when they will

entertained at the White House reception to mark St Patrick's Day, Mr McDermott is keen to use the renewed public interest in Ireland to re-introduce the bill to Congress.

His office concedes it may be months before any such legislation is approved, given the difficulties the Clinton administration has had winning backing for other trade measures. One plan being mooted by Mr McDermott's office is to "piggy-back" the Northern Ireland legislation with an Africa Bill to aid African countries.

## Bankers turn out to invest in low-interest Monica

By Deborah Hargreaves  
in London

Monica Lewinsky yesterday cancelled all press interviews to concentrate on a nationwide tour promoting her biography.

"She is quite busy and on antibiotics and it's a tight schedule," her publisher said yesterday. The former White House intern leaves London today on a tour of 15 UK cities to autograph copies of *Monica's Story*.

Ms Lewinsky, who has appeared with red rims round her eyes and snuffling into a handkerchief, was reported to have been unhappy with her reception in the British press. One article, by a female journalist, said she was "vain and shallow" and referred to her "thick ankles".

"I know I should take the high road," she told a radio interviewer in London. "But when a woman writes about another woman and writes such a derogatory article, they should run a full page picture of themselves as well and then sometimes people would understand where they are coming from."

A crowd of nearly 500 including stockbrokers, accountants and traders queued in London's financial district yesterday for an autographed book. An investment banker said: "I wanted to see for myself this person who has caused such a monumental fuss that she nearly wrecked the world's number one democracy."

The book has already been discounted in some stores after poor sales. But the bookshop where she appeared yesterday, near the headquarters of the Lloyd's insurance market, said it had sold 473 copies. Some City workers said they hoped the book with her signature would be a good investment. Jo Anderson, an auditor, said: "I thought it would be worth something later, with that ink signature inside."

## NEWS DIGEST

## PRIVATISED RAIL COMPANIES

## Operators criticised in train derailment report

Privatised railway companies were criticised yesterday in a report on the derailment of a freight train in the London suburbs two years ago. The Health & Safety Executive ordered improvements in the management of railway safety after its investigation revealed a catalogue of failures. Seven wagons of a 19-wagon train were derailed, injuring four people in workshops under a viaduct at Bexley in south-east London.

The primary cause was poor track condition, while one wagon was overloaded and the train was exceeding the speed limit, the investigation found. But "the underlying causes of the accident were failures in management of safety by Railtrack and its contractors", the report said. Training of the driver was inadequate and no reassessment been made by Connex South Central, the train operator and a Vivendi offshoot. Charles Batchelor, London

## RACIAL DISCRIMINATION

## Blair in 'zero tolerance' pledge

There will be "zero tolerance" of racial harassment and discrimination in all public services including the state health service, Tony Blair, the prime minister, told the House of Commons yesterday. His comments came as a government education inspector said many schools were "institutionally racist" and allowed ethnic minority pupils to under-achieve. The claim was made at the launch of a report by the Office for Standards in Education, which says Pakistani, Bangladeshi, black Caribbean and gypsy traveller children are not making adequate progress. Cliff Gould, Ofsted head of secondary school inspection, said English schools were guilty of unwitting "institutional racism" - the term recently used in criticism of London police in a report about the murder of a black student in a London street. The National Association of Head Teachers said "such unfounded allegations make no positive contribution to solving a longstanding and highly complex situation".

## FOOD POISONING

## E.coli outbreak 'under control'

Health chiefs in north-west England were confident yesterday that they had controlled an outbreak of E.coli food poisoning which affected 38 people. Six people, including four children, were still in hospital. All the patients are believed to have picked up the infection from milk. Dr Peter Tiplady, director of public health with North Cumbria Health Authority, said: "The fact that the number of people being admitted to hospital is falling shows that the prompt action has been effectively controlling the outbreak."

Genetically modified crops pose unknown risks to wildlife and ecosystems in the British countryside, experts advising the government told MPs today.

Two senior scientists from English Nature said the impact on natural food chains of crops engineered to increase tolerance to weed killers and resistance to insects had not been assessed. Until the risks were known no attempt should be made to plant genetically modified crops commercially, they told the House of Commons science committee.

ROVER UNIONS SAY QUICK ACTION WILL END UNCERTAINTY IN FACE OF HUNGARY OPTION

## Speed urged in BMW aid decision

FT Reporters  
in London and Budapest

Trade unions at the Rover car company yesterday urged UK ministers to decide quickly on an application for £200m (£220m) in aid for its Longbridge factory after Joachim Millberg, chairman of parent group BMW, confirmed there will be a new generation of models.

But Mr Millberg left open the question of whether successors to the Rover 200 and 400 would be built in England or Hungary.

"The sooner the government confirms sizeable financial support, the sooner

the uncertainty that has hovered over Longbridge and the workforce for far too long can be removed," said Tony Woodley, chief motor industry negotiator for the Transport and General Workers Union.

People close to the negotiations believe the government response will be rapid. They suggest it could be delivered in time for a BMW supervisory board meeting on Wednesday. There could be a final verdict shortly afterwards, possibly at the German car maker's annual results conference at the end of the month.

Helmut Panke, BMW

industrial relations director, said at the Geneva motor show that there is "a prejudice" in favour of Longbridge. But executives are striving hard to convince UK ministers that investigation of an alternative site for the project in Hungary is not just a paper exercise.

An official in Hungary's economics affairs ministry said BMW had not made a formal approach and would be offered only normal investment incentives.

Hungary had no passenger car industry under Communism but it has become one of the drivers of the country's strong economic

growth. Most engines for the Audi division of Volkswagen are made in Hungary and the Opel offshoot of General Motors has a car and engine factory there.

BMW's investigations of Hungarian sites, costs and suppliers is said to have stopped only just short of applying formally for government aid.

The UK government is to give £2m of aid to Peugeot to help create 900 jobs at its UK base. The company announced the expansion last December.

Nissan and DaimlerChrysler, Page 15



Tony Woodley urged ministers to decide quickly on aid

## Accounting body defends reporting rewrite

By Jim Kelly,  
Accountancy Correspondent

The Accounting Standards Board will today republish its controversial framework for the future of financial reporting and, despite a substantial rewrite, will insist it has stuck to its guns in the face of critical attack.

When the board published its draft statement of principles in 1998 it prompted an unprecedented attack from

Ernst & Young, one of the largest accountancy firms in Britain, that academic theorists were using the UK as a "testbed".

Sir David Tweedie, board chairman, yesterday said: "The dog-eared accounting concepts used in the 1980s were simply not up to the task of dealing with the transactions of the late 20th century and had to be replaced."

Despite the rewrite and

reaffirmation of traditional principles, the new draft will be seen as a sign that the board is determined to continue with modernisation.

Ron Paterson, technical partner at E&Y and the man who led the attack in 1998, said: "We are glad this thing is finally out - especially as it has taken three years and Sir David says he hasn't changed it. We will be studying it."

E&Y's defence of historical

cost accounting and its insistence that the ASB was heading towards implementing more current cost accounting prompted complaints that the board was experimenting with UK business.

"Although that draft attracted more letters of comment than any other document published by the ASB, important aspects of the draft were not well understood - which to some

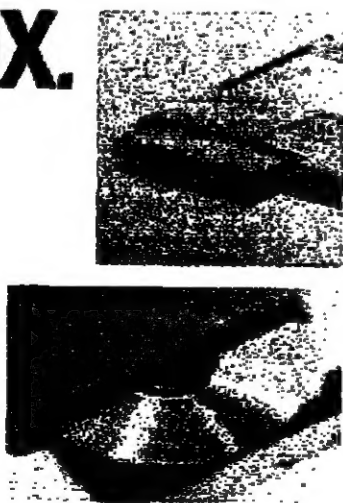
extent obscured the debate," said Sir David.

At the time, in a heated public debate, Sir David scorned E&Y's rebuttal of the draft. Eventually the document was withdrawn to be redrafted. E&Y alleged that the board planned to elevate the importance of the balance sheet over the profit and loss account by making annual accounts a statement of asset valuation rather than historical record.

SIEMENS

CeBIT  
18.-24.3.1999  
Halls 1 and 13

## HUNDREDS OF BRAINS IN A WELL DESIGNED BOX.



**SCENIC MOBILE 750.** Offering a host of functions never seen before, this notebook is unique among mobile computing devices. Its modular design features mean that the SCENIC MOBILE 750 can be configured to match individual computing needs to perfection. And with its removable display the SCENIC MOBILE 750 is actually two devices in one: a high-end notebook and a presentation

system for use with an overhead projector. All the display components can be removed quickly and easily. Top-quality multimedia functionality is assured by the ATI graphics chip combined with CD-ROM and DVD drives. After all, if you want to stand out from the crowd you have to be more than just average! For more information see [www.siemens.com/computer](http://www.siemens.com/computer)

**Siemens Computer Systems**  
Information meets Communication



## THE ARTS

## CINEMA

## Brazilian odyssey

Although Nigel Andrews is relieved not to get the Full Schmatzky along the road

Can a feelgood movie also make you think? Probably only if it comes from outside Hollywood.

The award-besotted Brazilian film *Central Station* – 1998 Berlin Golden Bear, 1999 Best Actress and Best Foreign Film Oscar nominations – is like an art-house *Paper Moon* with the sexes reversed. Oldish woman and young boy pal up, go on the road and discover themselves and each other. They

sweat... – give her an insight into the human heart, but she is a heartless biddy herself. She only pretends to care for the young urchin Josue (Vinicius di Oliveira), un-mothered when a truck hits his parent. Promising she will help him, Dora negotiates to sell him for adoption: a euphemism, we are made to understand, for organ banditry.

At the next story development filmmakers used to Tinseltownish sentimentality will sigh a sarcastic "Oh, of course!" She changes her mind and sets off across country with him to find Dad. This could be a Hollywood plot: 10 years ago it might have starred Ruth Gordon and Macaulay Culkin. Dora and Josue bond like mad on the road, outwitting creeps, crooks and comers, and end up finding his family while she is left to re-board the Rio bus and confront – what? Loneliness? Fulfillment? A belated appreciation that the whole world is her family?

**CENTRAL STATION**  
Walter Salles

**PATCH ADAMS**  
Tom Shadyac

**PLEASANTVILLE**  
Gary Ross

**SCHIZOPOLIS**  
Steven Soderbergh

and we also discover much of Brazil, from the poverty pockets of Rio – pockets that make up most of this city's garment – to the buzzing, broiling, illimitable heat of the sertao.

This film is so good that we can only pray director Walter Salles is not abducted by Hollywood. Other gifted Latinos (Luis The Official Story Puenzo, Hector Pizote Babenco) have fallen into the dream factory's sudy vats never to resurface. Salles too has a kidnappable ability to combine acute social analysis with easy-access yarnspinning.

*Central Station* opens in the Babel concourse of the title, where elderly ex-teacher Dora (Fernanda Montenegro) exploits her gift of literacy by writing letters for the poor and promising to post them. (She saves stamp money by stuffing most of them in a drawer.) These missives which vary from formal to fond to all-but-bodice-ripping – "My hot pussy... your boiling

angel, part man, part child, part Reader's Digest version of Oliver Sacks.

If I make the film sound bad, let me assure you it is worse. Real cancer victims play the children gawwling at Williams's ward-room jokes and horseplay. The hostile senior doctor is lit from below so that he resembles Satan. (In reaction shots at the same desk Williams is warmly side-lit, illuminated – who fitted up the hospital's lighting, Houdini?) And we are asked to weep tears of laughter when Williams turns an anema bull into a red nose. Soon he is going about the hospital known as an "Exema of the people" or "Public enema number one". Only joking. But mentally rewriting this film is better than just sitting and enduring it.

*Pleasantville* – pleasant but a touch predictable – is the week's first feelgood project. Writer-director Gary Ross has an enchanting idea. Whisk a 1960s brother and

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but Speer allows viewers the chance to observe him without interruption in a completely serious drama and in a most challenging role. He has easy dignity and authority – perfect for the role – and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control. Bechtolt is a worthy foil for him. Seldom do we have the luxury of watching two actors of this intelligence and mastery in a play of such weight.

And yet I confess I resisted Speer as both a play and as a production. No: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilmar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived – just as the one major explosion by Brandauer/Speer

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but Speer allows viewers the chance to observe him without interruption in a completely serious drama and in a most challenging role. He has easy dignity and authority – perfect for the role – and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control. Bechtolt is a worthy foil for him. Seldom do we have the luxury of watching two actors of this intelligence and mastery in a play of such weight.

And yet I confess I resisted Speer as both a play and as a production. No: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilmar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived – just as the one major explosion by Brandauer/Speer

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but Speer allows viewers the chance to observe him without interruption in a completely serious drama and in a most challenging role. He has easy dignity and authority – perfect for the role – and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control. Bechtolt is a worthy foil for him. Seldom do we have the luxury of watching two actors of this intelligence and mastery in a play of such weight.

And yet I confess I resisted Speer as both a play and as a production. No: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilmar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived – just as the one major explosion by Brandauer/Speer

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but Speer allows viewers the chance to observe him without interruption in a completely serious drama and in a most challenging role. He has easy dignity and authority – perfect for the role – and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control. Bechtolt is a worthy foil for him. Seldom do we have the luxury of watching two actors of this intelligence and mastery in a play of such weight.

And yet I confess I resisted Speer as both a play and as a production. No: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilmar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived – just as the one major explosion by Brandauer/Speer

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but Speer allows viewers the chance to observe him without interruption in a completely serious drama and in a most challenging role. He has easy dignity and authority – perfect for the role – and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control. Bechtolt is a worthy foil for him. Seldom do we have the luxury of watching two actors of this intelligence and mastery in a play of such weight.

And yet I confess I resisted Speer as both a play and as a production. No: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilmar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived – just as the one major explosion by Brandauer/Speer

## MUSIC

## Homage paid to Goethe

Johann Wolfgang von Goethe turns 250 this year. The main celebrations are going on in Germany, of course, and in London the Goethe-Institut is doing the honours. Music has to have a place for composers since Mozart have raided Goethe for lyrics and dramatic texts. Last weekend the South Bank only mounted a mini-festival, *Goethe: Life, love and music*.

On Saturday Thomas Allen and the lovely Norwegian soprano Solveig Kravaggi explored some of the *Lieder* generated by Goethe's poetry, with Roger Vignoles at the piano and Samuel West reading from the novel *Wilhelm Meisters Lehrjahre*. In the latter the principal characters have many "songs", all of which have been set again and again by composers from the most distinguished to the utterly obscure.

As originally announced, the recital promised a feast drawn entirely from *Wilhelm Meister* songs, probably matching different versions by the likes of Beethoven, Schubert, Schumann, Liszt and Hugo Wolf. But in the event, we got a promiscuous programme – 16 miscellaneous songs, plus 11 from *Wilhelm Meister*, interspersed with readings (not specially illuminating) – that went on for two and a half hours.

At least it gave both singers the chance to display their impressive dramatic ranges, and neither of them seemed to tire. At the end, Allen was still fresh enough to deliver Wolf's "rat-catcher" song with sharp, sinister wit, and Kravaggi to go into a thrilling full cry with "Hoch beglückt in delirier Liebe". Sunday brought a concert of orchestral music inspired by Goethe. We might have had Mahler's Eighth Symphony, which sets the whole last scene of *Faust* to music; but Mark Elder and the Orchestra of the Age of Enlightenment settled for less extravagant pieces. They began with a fine, stirring account of Beethoven's overture for *Egmont*. Then came Brahms's *Alto Rhapsody*, in which the mezzo Jane Irwin delivered the Goethe verses with dedicated fervour.

A less familiar choice was Liszt's *A Faust Symphony*, not often played, still less by a proper period-instrument band like the OAE. If the diabolical "Mephistopheles" finale sounded a tad tame with those softer instrumental voices, the charms of Liszt's orchestration were well served, especially in the "Gretchen" movement. All in all, the weekend taught us nothing new about Goethe; but it made a good excuse for parading a lot of good music.

**David Murray**

Goethe weekend supported by Pritchard Englefield and the Goethe-Institut, London.

## David Murray

Goethe weekend supported by Pritchard Englefield and the Goethe-Institut, London.

## Drama built in ambiguity

## THEATRE

## ALASTAIR MACAULAY

Almeida Theatre, London W1

The little Almeida Theatre in Kilington keeps on developing an artistic policy as grand as if it were in fact the National Theatre of Great Britain. It is also a haven to actors, British and foreign. Ralph Fiennes, Diana Rigg, David Suchet, Juliette Binoche, Kevin Spacey are merely among the most famous names to have appeared there in recent seasons; the week in which Irene Worth presented three different programmes is still remembered; last autumn, Ekkehard Schall and his daughter performed a Brecht programme here.

Now the great Austrian actor Klaus Maria Brandauer is here, acting the role of Albert Speer in English, alongside Sven Eric

Bechtolt, in Speer – a new play written for Brandauer by Esther Vilmar. The play was first performed in German in January 1998 in Albert Speer's actual (large) model hall in Berlin's Academy of Arts; Brandauer also directs.

I find it fascinating that the most painful ethical and historical issues of the Third Reich are being examined more intensely in the 1990s than ever before; and that they are feeding into theatre (and film) – indirectly, as in Harold Pinter's last play, *Ashe* to *Ashes* (which is in part inspired by Gitta Sereny's book *Albert Speer – his Battle with Truth*), partially, as in Michael Frayn's current *Copenhagen*, or wholly, as in *Speer*. Ethical and historical issues which were still being widely brushed under the carpet in Britain and, doubtless, elsewhere 20 or 30 years ago, are now common currency.

Speer has engendered some controversy in German. How could it not? Speer is one of the most ambiguous figures in the history of our century. An ambitious architect, befriended by Hitler in 1933, he became Hitler's minister for war production in 1942 and helped to prolong the second world war: alone among Nazi leaders in 1945, he admitted culpability at Nuremberg; he maintained that he assented neither to anti-semitism nor to genocide.

Vilmar's play tackles all this. It is a 90-minute dialogue, set in East Berlin in 1980. Speer, now aged 70, is gradually interviewed by the 50-year-old Hans Bauer about architecture, about the anti-Semitic housing policies of 1938, about his dealings with German nuclear physicists, and more. The interview is at first friendly but becomes a fierce interrogation; and the interrogation is not entirely one-way.

Meanwhile there is the rare pleasure of observing Brandauer

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but Speer allows viewers the chance to observe him without interruption in a completely serious drama and in a most challenging role. He has easy dignity and authority – perfect for the role – and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control. Bechtolt is a worthy foil for him. Seldom do we have the luxury of watching two actors of this intelligence and mastery in a play of such weight.

And yet I confess I resisted Speer as both a play and as a production. No: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilmar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived – just as the one major explosion by Brandauer/Speer

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but Speer allows viewers the chance to observe him without interruption in a completely serious drama and in a most challenging role. He has easy dignity and authority – perfect for the role – and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control. Bechtolt is a worthy foil for him. Seldom do we have the luxury of watching two actors of this intelligence and mastery in a play of such weight.

And yet I confess I resisted Speer as both a play and as a production. No: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilmar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived – just as the one major explosion by Brandauer/Speer

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but Speer allows viewers the chance to observe him without interruption in a completely serious drama and in a most challenging role. He has easy dignity and authority – perfect for the role – and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control. Bechtolt is a worthy foil for him. Seldom do we have the luxury of watching two actors of this intelligence and mastery in a play of such weight.

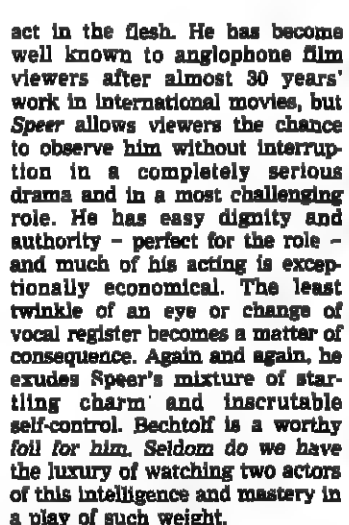
And yet I confess I resisted Speer as both a play and as a production. No: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilmar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived – just as the one major explosion by Brandauer/Speer

act in the flesh. He has become well known to anglophone film viewers after almost 30 years' work in international movies, but Speer allows viewers the chance to observe him without interruption in a completely serious drama and in a most challenging role. He has easy dignity and authority – perfect for the role – and much of his acting is exceptionally economical. The least twinkle of an eye or change of vocal register becomes a matter of consequence. Again and again, he exudes Speer's mixture of startling charm and inscrutable self-control. Bechtolt is a worthy foil for him. Seldom do we have the luxury of watching two actors of this intelligence and mastery in a play of such weight.

And yet I confess I resisted Speer as both a play and as a production. No: "resist" is the wrong word, for I was struggling to keep my mind on it and even as it progressed, to stay awake. The amalgam of Vilmar's play, Martin Wagner's translation and Brandauer's direction has something fatally untheatrical about it.

Both actors speak English well, but their accents are such that often they place a slight barrier between the play and the audience's instant comprehension. They play a large part of it low-key, but the intensity of this subdued style is in some degree contrived – just as the one major explosion by Brandauer/Speer



Exuding Albert Speer's mixture of startling charm and inscrutable self-control: Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

Klaus Maria Brandauer

## INTERNATIONAL

## Arts Guide

## AMSTERDAM

**OPERA**  
Netherlands Opera, Het Muziektheater  
Tel: 31-20-551 8911  
Die Zauberflöte: by Mozart. Conducted by Hartmut Haenchen in a revival of Pierre Audi's staging co-directed by Saskia Boddeke; Mar 13, 15

## BERLIN

**CONCERT**  
Staatsoper unter den Linden  
Tel: 49-30-2035 4555  
www.staatsoper-berlin.org  
Staatskapelle Berlin: conducted by Peter Schreier in Bach's St. John Passion, with the Chor des Mitteldeutschen Rundfunks; Mar 11

## EXHIBITION

Neue Nationalgalerie  
Tel: 49-30-2660  
Max Ernst (1891-1976): retrospective of the German Surrealist; to May 30, then transferring to Munich

## OPERA

**Deutsche Oper**  
Tel: 49-30-34384-01  
Rise and Fall of the City of Mahagonny: by Kurt Weill, libretto by Brecht. New staging by Günter Krämer, conducted by Lawrence Foster, with designs by Gottfried Pitz and Isabel Ines Glathar; Mar 11, 14

## BOLOGNA

**OPERA**  
Teatro Comunale  
Tel: 39-51-529999  
La Cenerentola: by Gioacchino Rossini. Conducted by Bruno Bartoletti in a revival of Liliana Cavani's staging, first seen in Zurich four years ago. The cast is led by Daniela Dessi and Alberto Cupido; Mar 14, 18

## CHICAGO

**CONCERTS**  
Orchestra Hall  
Tel: 1-312-294-3000  
www.chicagosymphony.org  
Chicago Symphony Orchestra: conducted by James Levine in Mahler's Symphony No. 3. With mezzo-soprano Michelle DeYoung, women of the Symphony Chorus and the Glen Ellyn Children's Chorus; Mar 11, 12, 13

## EDINBURGH

**CONCERTS**  
Queen's Hall  
Tel: 44-131-668 2019  
Scottish Chamber Orchestra: Andrew Litton conducts the world premiere of Robin Holloway's Double Bass

Concerto, performed by Duncan McTier; Mar 11

## LAUSANNE

**OPERA**  
Opéra de Lausanne, Théâtre Municipal  
Tel: 41-21-310 1600  
Dido and Aeneas: by Purcell/Curlew River: by Britten. Double-bill conducted by David Stern, with the Purcell staged by Marcel Bozonnet and the Britten by Yoshi Oida; Mar 12, 14

## LILLE

**EXHIBITION**  
Palais des Beaux Arts  
Goya: an regard libre. Small-scale exhibition which explores the range and peculiarities of the painter's work. Includes loans from around the world; to Mar 14

## LONDON

**CONCERTS**  
Royal Festival Hall  
Tel: 44-171-960 4242  
● London Philharmonic Orchestra: conducted by José Serebrier in a programme including works by Stravinsky, Pizzolli, De Falla and Rodrigo. With guitar soloist Slava Grigoryan and castanets soloist Lucero Tena; Mar 12  
● London Philharmonic Orchestra: conducted by Pavo Järvi in works by Sibelius, Beethoven and Tchaikovsky, with piano soloist Leif Ove Andsnes; Mar 14  
● Philharmonia Orchestra:

conducted by Christoph von Dohnányi in Mahler's Symphony No. 9; Mar 13

## EXHIBITION

Tate Gallery  
Tel: 44-171-987 8000  
Jackson Pollock: arriving in London from New York, this major retrospective of the Abstract Expressionist comprises around 80 paintings and drawings drawn from major public and private collections worldwide; from Mar 11 to Jun 6

## OPERA

English National Opera, London Coliseum  
Tel: 44-171-632 8300  
La Traviata: by Verdi. Revival of Jonathan Miller's staging conducted by Michael Lloyd. Cast includes Alan Ope and Claire Rutter; Mar 11

## MILAN

**EXHIBITION**  
Palazzo Reale  
Tel: 39-02-8691 5738  
L'Anima e il Volto: (The Soul and the Face): major exhibition of portraits, comprising 370 works ranging over 400 years. Artists represented include Titian, Caravaggio, Van Dyck, Picasso and Francis Bacon; to Mar 14

## MUNICH

**CONCERTS**  
Philharmonie Gasteig  
Tel: 49-89-5481 8181  
● Bavarian Radio Symphony Orchestra: conducted by Lorin Maazel in works by Mozart and

Bruckner. With piano soloist Murray Perahia; Mar 13  
● Munich Philharmonic Orchestra: conducted by Gianluigi Gelmetti in his own Prasanna Alma, and in Rossini's Petite Messe solennelle; Mar 11, 12

## OPERA

Bayerische Staatsoper  
Tel: 49-89-2185 1920  
www.staatsoper.bayern.de  
Katya Kabanova: by Janáček. Conducted by Paul Daniel in a staging by David Pountney, with sets by Stefanos Lazaridis and costumes by Marie Jeanne Lecca; Mar 12, 14

## NEW YORK

**CONCERTS**  
Avery Fisher Hall, Lincoln Center  
Tel: 1-212-875 5030  
www.lincolncenter.org  
New York Philharmonic: conducted by Paavo Järvi in works by Paul Creston, Bartók and J. Brahms; Mar 11, 12, 13,



## COMMENT &amp; ANALYSIS

SAMUEL BRITTAN  
ECONOMIC VIEWPOINT

## The fiscal backdoor

It is not the amount but the direction of Gordon Brown's backdoor redistribution that matters

The buzz words on the fiscal policy of the British chancellor, Gordon Brown, have been "redistribution by stealth". What this means is that he has redistributed income and resources to the poorer members of the population, or those regarded as worse off, by means of backdoor tax increases that the middle or upper range of taxpayers has not noticed - or at least accepted.

In other words, he has avoided headline increases in tax rates with which old Labour used to be associated. Indeed, he has just announced a post-dated 1 per cent cut in the basic rate of income tax and further cuts in corporation tax rates.

Two different questions arise. First, is the redistribution justified? Second, how has he managed to get away with it? Some Labour spin doctors talk as if any redistribution is self-evidently justified; some right-wing commentators as if it is all a dreadful sin. But unless you regard the distribution of wealth produced by the accidents of inheritance and changes in market securities as inherently just, some public policy is required.

All Conservative chancellors have presided over a good deal of redistribution - indeed their normal reply to charges of widening income differences was to point out that those differences were much narrower after tax and social security were taken into account.

On the other hand, unless your ideal is complete equality obtainable only in the graveyard the direction of the redistribution does matter, as well as its effects on incentives.

There are some deeper

issues which there is not space to discuss here, but are analysed in my longer works *Essays, Moral, Political and Economic*, Edinburgh University Press. One is the case for some stability in the rules of the game - preferably extending over several parliaments and different political regimes.

The other is whether more of the redistribution in an affluent society could be in the form of cash - via what Mr Brown has at long last called a minimum income guarantee - and less in the form of free public services to kind that are still part of Labour's mantra.

The nature of the redistribution in the past couple of years is very much what is popularly assumed - towards children and the working poor. A purist liberal might say that a decision to have children is a personal matter that the state should not encourage or discourage. But an equally good liberal reply is that children did not ask to be born and poverty today is heavily concentrated among families with children, especially one parent or unemployed or one income unemployed.

This desirable redistribution has been marred by three measures of posture politics. They are:

- The insistence on a 10 per cent starting band for

## Income tax:

- The extra-large Working Families Tax Credit for mothers who go out to work;
- The minimum wage.

It has often been demonstrated that the best way of helping low income families is by higher benefits; and the next best one by raising the tax threshold by more than the chancellor has done. The least efficient of all is the low tax band. What the three have in common is that they are pieces of baggage that Labour did not manage to drop in the course of its policy reviews and have attained the sacred status of manifesto commitments, not to be questioned by advisers or civil servants who want to be listened to on other matters.

A more favourable verdict is possible on how the revenue has been raised. The main way of raising revenue without raising marginal tax rates is by removing or reducing allowances. This does mean that those affected start paying the basic rate of tax, lower down in the income scale; but at least they do not find that extra effort or initiative is penalised by the 70-80 per cent marginal tax rates that used to obtain and that have been almost eliminated at the bottom as well as the top of the income scale.

Moreover, a good many of

## Combined effect of government's reforms on high marginal tax and benefit withdrawal rates

Marginal rate on income	Before	After
10 per cent	5,000	0
40 per cent	115,000	15,000
50 per cent	255,000	175,000
70 per cent	715,000	300,000
80 per cent	730,000	500,000

Figures are in pounds sterling. The 10 per cent band is for income up to £5,000. The 40 per cent band is for income between £5,000 and £115,000. The 50 per cent band is for income between £115,000 and £255,000. The 70 per cent band is for income between £255,000 and £715,000. The 80 per cent band is for income above £715,000. The figures are for the year 1998-99. The figures for 1999-00 are shown in parentheses. The figures for 2000-01 are shown in brackets. The figures for 2001-02 are shown in square brackets. The figures for 2002-03 are shown in curly braces. The figures for 2003-04 are shown in diamond shapes. The figures for 2004-05 are shown in asterisks. The figures for 2005-06 are shown in plus signs. The figures for 2006-07 are shown in minus signs. The figures for 2007-08 are shown in percent signs. The figures for 2008-09 are shown in hash marks. The figures for 2009-10 are shown in dollar signs. The figures for 2010-11 are shown in ampersands. The figures for 2011-12 are shown in at signs. The figures for 2012-13 are shown in colon signs. The figures for 2013-14 are shown in semicolon signs. The figures for 2014-15 are shown in comma signs. The figures for 2015-16 are shown in period signs. The figures for 2016-17 are shown in underscore signs. The figures for 2017-18 are shown in tilde signs. The figures for 2018-19 are shown in backslash signs. The figures for 2019-20 are shown in caret signs. The figures for 2020-21 are shown in pipe signs. The figures for 2021-22 are shown in at-signs. The figures for 2022-23 are shown in hash-signs. The figures for 2023-24 are shown in dollar-signs. The figures for 2024-25 are shown in ampersand-signs. The figures for 2025-26 are shown in asterisk-signs. The figures for 2026-27 are shown in plus-signs. The figures for 2027-28 are shown in minus-signs. The figures for 2028-29 are shown in percent-signs. The figures for 2029-30 are shown in hash-signs. The figures for 2030-31 are shown in dollar-signs. The figures for 2031-32 are shown in ampersand-signs. The figures for 2032-33 are shown in asterisk-signs. The figures for 2033-34 are shown in plus-signs. The figures for 2034-35 are shown in minus-signs. The figures for 2035-36 are shown in percent-signs. The figures for 2036-37 are shown in hash-signs. The figures for 2037-38 are shown in dollar-signs. The figures for 2038-39 are shown in ampersand-signs. The figures for 2039-40 are shown in asterisk-signs. The figures for 2040-41 are shown in plus-signs. The figures for 2041-42 are shown in minus-signs. The figures for 2042-43 are shown in percent-signs. The figures for 2043-44 are shown in hash-signs. The figures for 2044-45 are shown in dollar-signs. The figures for 2045-46 are shown in ampersand-signs. The figures for 2046-47 are shown in asterisk-signs. The figures for 2047-48 are shown in plus-signs. The figures for 2048-49 are shown in minus-signs. The figures for 2049-50 are shown in percent-signs. The figures for 2050-51 are shown in hash-signs. The figures for 2051-52 are shown in dollar-signs. The figures for 2052-53 are shown in ampersand-signs. The figures for 2053-54 are shown in asterisk-signs. The figures for 2054-55 are shown in plus-signs. The figures for 2055-56 are shown in minus-signs. The figures for 2056-57 are shown in percent-signs. The figures for 2057-58 are shown in hash-signs. The figures for 2058-59 are shown in dollar-signs. The figures for 2059-60 are shown in ampersand-signs. The figures for 2060-61 are shown in asterisk-signs. The figures for 2061-62 are shown in plus-signs. The figures for 2062-63 are shown in minus-signs. The figures for 2063-64 are shown in percent-signs. The figures for 2064-65 are shown in hash-signs. The figures for 2065-66 are shown in dollar-signs. The figures for 2066-67 are shown in ampersand-signs. The figures for 2067-68 are shown in asterisk-signs. The figures for 2068-69 are shown in plus-signs. The figures for 2069-70 are shown in minus-signs. The figures for 2070-71 are shown in percent-signs. The figures for 2071-72 are shown in hash-signs. The figures for 2072-73 are shown in dollar-signs. The figures for 2073-74 are shown in ampersand-signs. The figures for 2074-75 are shown in asterisk-signs. The figures for 2075-76 are shown in plus-signs. The figures for 2076-77 are shown in minus-signs. The figures for 2077-78 are shown in percent-signs. The figures for 2078-79 are shown in hash-signs. The figures for 2079-80 are shown in dollar-signs. The figures for 2080-81 are shown in ampersand-signs. The figures for 2081-82 are shown in asterisk-signs. The figures for 2082-83 are shown in plus-signs. The figures for 2083-84 are shown in minus-signs. The figures for 2084-85 are shown in percent-signs. The figures for 2085-86 are shown in hash-signs. The figures for 2086-87 are shown in dollar-signs. The figures for 2087-88 are shown in ampersand-signs. The figures for 2088-89 are shown in asterisk-signs. The figures for 2089-90 are shown in plus-signs. The figures for 2090-91 are shown in minus-signs. The figures for 2091-92 are shown in percent-signs. The figures for 2092-93 are shown in hash-signs. The figures for 2093-94 are shown in dollar-signs. The figures for 2094-95 are shown in ampersand-signs. The figures for 2095-96 are shown in asterisk-signs. The figures for 2096-97 are shown in plus-signs. The figures for 2097-98 are shown in minus-signs. The figures for 2098-99 are shown in percent-signs. The figures for 2099-00 are shown in hash-signs. The figures for 2100-01 are shown in dollar-signs. The figures for 2101-02 are shown in ampersand-signs. The figures for 2102-03 are shown in asterisk-signs. The figures for 2103-04 are shown in plus-signs. The figures for 2104-05 are shown in minus-signs. The figures for 2105-06 are shown in percent-signs. The figures for 2106-07 are shown in hash-signs. The figures for 2107-08 are shown in dollar-signs. The figures for 2108-09 are shown in ampersand-signs. The figures for 2109-10 are shown in asterisk-signs. The figures for 2110-11 are shown in plus-signs. The figures for 2111-12 are shown in minus-signs. The figures for 2112-13 are shown in percent-signs. The figures for 2113-14 are shown in hash-signs. The figures for 2114-15 are shown in dollar-signs. The figures for 2115-16 are shown in ampersand-signs. The figures for 2116-17 are shown in asterisk-signs. The figures for 2117-18 are shown in plus-signs. The figures for 2118-19 are shown in minus-signs. The figures for 2119-20 are shown in percent-signs. The figures for 2120-21 are shown in hash-signs. The figures for 2121-22 are shown in dollar-signs. The figures for 2122-23 are shown in ampersand-signs. The figures for 2123-24 are shown in asterisk-signs. The figures for 2124-25 are shown in plus-signs. The figures for 2125-26 are shown in minus-signs. The figures for 2126-27 are shown in percent-signs. The figures for 2127-28 are shown in hash-signs. The figures for 2128-29 are shown in dollar-signs. The figures for 2129-30 are shown in ampersand-signs. The figures for 2130-31 are shown in asterisk-signs. The figures for 2131-32 are shown in plus-signs. The figures for 2132-33 are shown in minus-signs. The figures for 2133-34 are shown in percent-signs. The figures for 2134-35 are shown in hash-signs. The figures for 2135-36 are shown in dollar-signs. The figures for 2136-37 are shown in ampersand-signs. The figures for 2137-38 are shown in asterisk-signs. The figures for 2138-39 are shown in plus-signs. The figures for 2139-40 are shown in minus-signs. The figures for 2140-41 are shown in percent-signs. The figures for 2141-42 are shown in hash-signs. The figures for 2142-43 are shown in dollar-signs. The figures for 2143-44 are shown in ampersand-signs. The figures for 2144-45 are shown in asterisk-signs. The figures for 2145-46 are shown in plus-signs. The figures for 2146-47 are shown in minus-signs. The figures for 2147-48 are shown in percent-signs. The figures for 2148-49 are shown in hash-signs. The figures for 2149-50 are shown in dollar-signs. The figures for 2150-51 are shown in ampersand-signs. The figures for 2151-52 are shown in asterisk-signs. The figures for 2152-53 are shown in plus-signs. The figures for 2153-54 are shown in minus-signs. The figures for 2154-55 are shown in percent-signs. The figures for 2155-56 are shown in hash-signs. The figures for 2156-57 are shown in dollar-signs. The figures for 2157-58 are shown in ampersand-signs. The figures for 2158-59 are shown in asterisk-signs. The figures for 2159-60 are shown in plus-signs. The figures for 2160-61 are shown in minus-signs. The figures for 2161-62 are shown in percent-signs. The figures for 2162-63 are shown in hash-signs. The figures for 2163-64 are shown in dollar-signs. The figures for 2164-65 are shown in ampersand-signs. The figures for 2165-66 are shown in asterisk-signs. The figures for 2166-67 are shown in plus-signs. The figures for 2167-68 are shown in minus-signs. The figures for 2168-69 are shown in percent-signs. The figures for 2169-70 are shown in hash-signs. The figures for 2170-71 are shown in dollar-signs. The figures for 2171-72 are shown in ampersand-signs. The figures for 2172-73 are shown in asterisk-signs. The figures for 2173-74 are shown in plus-signs. The figures for 2174-75 are shown in minus-signs. The figures for 2175-76 are shown in percent-signs. The figures for 2176-77 are shown in hash-signs. The figures for 2177-78 are shown in dollar-signs. The figures for 2178-79 are shown in ampersand-signs. The figures for 2179-80 are shown in asterisk-signs. The figures for 2180-81 are shown in plus-signs. The figures for 2181-82 are shown in minus-signs. The figures for 2182-83 are shown in percent-signs. The figures for 2183-84 are shown in hash-signs. The figures for 2184-85 are shown in dollar-signs. The figures for 2185-86 are shown in ampersand-signs. The figures for 2186-87 are shown in asterisk-signs. The figures for 2187-88 are shown in plus-signs. The figures for 2188-89 are shown in minus-signs. The figures for 2189-90 are shown in percent-signs. The figures for 2190-91 are shown in hash-signs. The figures for 2191-92 are shown in dollar-signs. The figures for 2192-93 are shown in ampersand-signs. The figures for 2193-94 are shown in asterisk-signs. The figures for 2194-95 are shown in plus-signs. The figures for 2195-96 are shown in minus-signs. The figures for 2196-97 are shown in percent-signs. The figures for 2197-98 are shown in hash-signs. The figures for 2198-99 are shown in dollar-signs. The figures for 2199-00 are shown in ampersand-signs. The figures for 2200-01 are shown in asterisk-signs. The figures for 2201-02 are shown in plus-signs. The figures for 2202-03 are shown in minus-signs. The figures for 2203-04 are shown in percent-signs. The figures for 2204-05 are shown in hash-signs. The figures for 2205-06 are shown in dollar-signs. The figures for 2206-07 are shown in ampersand-signs. The figures for 2207-08 are shown in asterisk-signs. The figures for 2208-09 are shown in plus-signs. The figures for 2209-10 are shown in minus-signs. The figures for 2210-11 are shown in percent-signs. The figures for 2211-12 are shown in hash-signs. The figures for 2212-13 are shown in dollar-signs. The figures for 2213-14 are shown in ampersand-signs. The figures for 2214-15 are shown in asterisk-signs. The figures for 2215-16 are shown in plus-signs. The figures for 2216-17 are shown in minus-signs. The figures for 2217-18 are shown in percent-signs. The figures for 2218-19 are shown in hash-signs. The figures for 2219-20 are shown in dollar-signs. The figures for 2220-21 are shown in ampersand-signs. The figures for 2221-22 are shown in asterisk-signs. The figures for 2222-23 are shown in plus-signs. The figures for 2223-24 are shown in minus-signs. The figures for 2224-25 are shown in percent-signs. The figures for 2225-26 are shown in hash-signs. The figures for 2226-27 are shown in dollar-signs. The figures for 2227-28 are shown in ampersand-signs. The figures for 2228-29 are shown in asterisk-signs. The figures for 2229-30 are shown in plus-signs. The figures for 2230-31 are shown in minus-signs. The figures for 2231-32 are shown in percent-signs. The figures for 2232-33 are shown in hash-signs. The figures for 2233-34 are shown in dollar-signs. The figures for 2234-35 are shown in ampersand-signs. The figures for 2235-36 are shown in asterisk-signs. The figures for 2236-37 are shown in plus-signs. The figures for 2237-38 are shown in minus-signs. The figures for 2238-39 are shown in percent-signs. The figures for 2239-40 are shown in hash-signs. The figures for 2240-41 are shown in dollar-signs. The figures for 2241-42 are shown in ampersand-signs. The figures for 2242-43 are shown in asterisk-signs. The figures for 2243-44 are shown in plus-signs. The figures for 2244-45 are shown in minus-signs. The figures for 2245-46 are shown in percent-signs. The figures for 2246-47 are shown in hash-signs. The figures for 2247-48 are shown in dollar-signs. The figures for 2248-49 are shown in ampersand-signs. The figures for 2249-50 are shown in asterisk-signs. The figures for 2250-51 are shown in plus-signs. The figures for 2251-52 are shown in minus-signs. The figures for 2252-53 are shown in percent-signs. The figures for 2253-54 are shown in hash-signs. The figures for 2254-55 are shown in dollar-signs. The figures for 2255-56 are shown in ampersand-signs. The figures for 2256-57 are shown in asterisk-signs. The figures for 2257-58 are shown in plus-signs. The figures for 2258-59 are shown in minus-signs. The figures for 2259-60 are shown in percent-signs. The figures for 2260-61 are shown in hash-signs. The figures for 2261-62 are shown in dollar-signs. The figures for 2262-63 are shown in ampersand-signs. The figures for 2263-64 are shown in asterisk-signs. The figures for 2264-65 are shown in plus-signs. The figures for 2265-66 are shown in minus-signs. The figures for 2266-67 are shown in percent-signs. The figures for 2267-68 are shown in hash-signs. The figures for 2268-69 are shown in dollar-signs. The figures for 2269-70 are shown in ampersand-signs. The figures for 2270-71 are shown in asterisk-signs. The figures for 2271-72 are shown in plus-signs. The figures for 2272-73 are shown in minus-signs. The figures for 2273-74 are shown in percent-signs. The figures for 2274-75 are shown in hash-signs. The figures for 2275-76 are shown in dollar-signs. The figures for 2276-77 are shown in ampersand-signs. The figures for 2277-78 are shown in asterisk-signs. The figures for 2278-79 are shown in plus-signs. The figures for 2279-80 are shown in minus-signs. The figures for 2280-81 are shown in percent-signs. The figures for 2281-82 are shown in hash-signs. The figures for 2282-83 are shown in dollar-signs. The figures for 2283-84 are shown in ampersand-signs. The figures for 2284-85 are shown in asterisk-signs. The figures for 2285-86 are shown in plus-signs. The figures for 2286-87 are shown in minus-signs. The figures for 2287-88 are shown in percent-signs. The figures for 2288-89 are shown in hash-signs. The figures for 2289-90 are shown in dollar-signs. The figures for 2290-91 are shown in ampersand-signs. The figures for 2291-92 are shown in asterisk-signs. The figures for 2292-93 are shown in plus-signs. The figures for 2293-94 are shown in minus-signs. The figures for 2294-95 are shown in percent-signs. The figures for 2295-96 are shown in hash-signs. The figures for 2296-97 are shown in dollar-signs. The figures for 2297-98 are shown in ampersand-signs. The figures for 2298-99 are shown in asterisk-signs. The figures for 2299-00 are shown in plus-signs. The figures for 2300-01 are shown in minus-signs. The figures for 2301-02 are shown in percent-signs. The figures for 2302-03 are shown in hash-signs. The figures for 2303-04 are shown in dollar-signs. The figures for 2304-05 are shown in ampersand-signs. The figures for 2305-06 are shown in asterisk-signs. The figures for 2306-07 are shown in plus-signs. The figures for 2307-08 are shown in minus-signs. The figures for 2308-09 are shown in percent-signs. The figures for 2309-10 are shown in hash-signs. The figures for 2310-11 are shown in dollar-signs. The figures for 2311-12 are shown in ampersand-signs. The figures for 2312-13 are shown in asterisk-signs. The figures for 2313-14 are shown in plus-signs. The figures for 2314-15 are shown in minus-signs. The figures for 2315-16 are shown in percent-signs. The figures for 2316-17 are shown in hash-signs. The figures for 2317-18 are shown in dollar-signs. The figures for 2318-19 are shown in ampersand-signs. The figures for 2319-20 are shown in asterisk-signs. The figures for 2320-21 are shown in plus-signs. The figures for 2321-22 are shown in minus-signs. The figures for 2322-23 are shown in percent-signs. The figures for 2323-24 are shown in hash-signs. The figures for 2324-25 are shown in dollar-signs. The figures for 2325-26 are shown in ampersand-signs. The figures for 2326-27 are shown in asterisk-signs. The figures for 2327-28 are shown in plus-signs. The figures for 2328-29 are shown in minus-signs. The figures for 2329-30 are shown in percent-signs. The figures for 2330-31 are shown in hash-signs. The figures for 2331-32 are shown in dollar-signs. The figures for 2332-33 are shown in ampersand-signs. The figures for 2333-34 are shown in asterisk-signs. The figures for 2334-35 are shown in plus-signs. The figures for 2335-36 are shown in minus-signs. The figures for 2336-37 are shown in percent-signs. The figures for 2337-38 are shown in hash-signs. The figures for 2338-39 are shown in dollar-signs. The figures for 2339-40 are shown in ampersand-signs. The figures for 2340-41 are shown in asterisk-signs. The figures for 2341-42 are shown in plus-signs. The figures for 2342-43 are shown in minus-signs. The figures for 2343-44 are shown in percent-signs. The figures for 2344-45 are shown in hash-signs. The figures for 2345-46 are shown in dollar-signs. The figures for 2346-47 are shown in ampersand-signs. The figures for 2347-48 are shown in asterisk-signs. The figures for 2348-49 are shown in plus-signs. The figures for 2349-50 are shown in minus-signs. The figures for 2350-51 are shown in percent-signs. The figures for 2351-52 are shown in hash-signs. The figures for 2352-53 are shown in dollar-signs. The figures for 2353-54 are shown in ampersand-signs. The figures for 2354-55 are shown in asterisk-signs. The figures for 2355-56 are shown in plus-signs. The figures for 2356-57 are shown in minus-signs. The figures for 2357-58 are shown in percent-signs. The figures for 2358-59 are shown in hash-signs. The figures for 2359-60 are shown in dollar-signs. The figures for 2360-61 are shown in ampersand-signs. The figures for 2361-62 are shown in asterisk-signs. The figures for 2362-63 are shown in plus-signs. The figures for 2363-64 are shown in minus-signs. The figures for 2364-65 are shown in percent-signs. The figures for 2365-66 are shown in hash-signs. The figures for 2366-67 are shown in dollar-signs. The figures for 2367-68 are shown in ampersand-signs. The figures for 2368-69 are shown in asterisk-signs. The figures for 2369-70 are shown in plus-signs. The figures for 2370-71 are shown in minus-signs. The figures for 2371-72 are shown in percent-signs. The figures for 2372-73 are shown in hash-signs. The figures for 2373-74 are shown in dollar-signs. The figures for 2374-75 are shown in ampersand-signs. The figures for 2375-76 are shown in asterisk-signs. The figures for 2376-77 are shown in plus-signs. The figures for 2377-78 are shown in minus-signs. The figures for 2378-79 are shown in percent-signs. The figures for 2379-80 are shown in hash-signs. The figures for 2380-81 are shown in dollar-signs. The figures for 2381-82 are shown in ampersand-signs. The figures for 2382-83 are shown in asterisk-signs. The figures for 2383-84 are shown in plus-signs. The figures for 2384-85 are shown in minus-signs. The figures for 2385-86 are shown in percent-signs. The figures for 2386-87 are shown in hash-signs. The figures for 2387-88 are shown in dollar-signs. The figures for 2388-89 are shown in ampersand-signs. The figures for 2389-90 are shown in asterisk-signs. The figures for 2390-91 are shown in plus-signs. The figures for 2391-92 are shown in minus-signs. The figures for 2392-93 are shown in percent-signs. The figures for 2393-94 are shown in hash-signs. The figures for 2394-95 are shown in dollar-signs. The figures for 2395-96 are shown in ampersand-signs. The figures for 2396-97 are shown in asterisk-signs. The figures for 2397-98 are shown in plus-signs. The figures for 2398-99 are shown in minus-signs. The figures for 2399-00 are shown in percent-signs. The figures for 2400-01 are shown in hash-signs. The figures for 2401-02 are shown in dollar-signs. The figures for 2402-03 are shown in ampersand-signs. The figures for 2403-04 are shown in asterisk-signs. The figures for 2404-05 are shown in plus-signs. The figures for 2405-06 are shown in minus-signs. The figures for 2406-07 are shown in percent-signs. The figures for 2407-08 are shown in hash-signs. The figures for 2408-09 are shown in dollar-signs. The figures for 2409-10 are shown in ampersand-signs. The figures for 2410-11 are shown in asterisk-signs. The figures for 2411-12 are shown in plus-signs. The figures for 2412-13 are shown in minus-signs. The figures for 2413-14 are shown in percent-signs. The figures for 2414-15 are shown in hash-signs. The figures for 2415-16 are shown in dollar-signs. The figures for 2416-17 are shown in ampersand-signs. The figures for 2417-18 are shown in asterisk-signs. The figures for 2418-19 are shown in plus-signs. The figures for 2419-20 are shown in minus-signs. The figures for 2420-21 are shown in percent-signs. The figures for 2421-22 are shown in hash-signs. The figures for 2422-23 are shown in dollar-signs. The figures for 2423-24 are shown in ampersand-signs. The figures for 2424-25 are shown in asterisk-signs. The figures for 2425-26 are shown in plus-signs. The figures for 2426-27 are shown in minus-signs. The figures for 2427-28 are shown in percent-signs. The figures for 2428-29 are shown in hash-signs. The figures for 2429-30 are shown in dollar-signs. The figures for 2430-31 are shown in ampersand-signs. The figures for 2431-32 are shown in asterisk-signs. The figures for 2432-33 are shown in plus-signs. The figures for 2433-34 are shown in minus-signs. The figures for 2434-35 are shown in percent-signs. The figures for 2435-36 are shown in hash-signs. The figures for 2436-37 are shown in dollar-signs. The figures for 2437-38 are shown in ampersand-signs. The figures for 2438-39 are shown in asterisk-signs. The figures for 2439-40 are shown in plus-signs. The figures for 2440-41 are shown in minus-signs. The figures for 2441-42 are shown in percent-signs. The figures for 2442-43 are shown in hash-signs. The figures for 2443-44 are shown in dollar-signs. The figures for 2444-45 are shown in ampersand-signs. The figures for 2445-46 are shown in asterisk-signs. The figures for 2446-47 are shown in plus-signs. The figures for 2447-48 are shown in minus-signs. The figures for 2448-49 are shown in percent-signs. The figures for 2449-50 are shown in hash-signs. The figures for 2450-51 are shown in dollar-signs. The figures for 2451-52 are shown in ampersand-signs. The figures for 2452-53 are shown in asterisk-signs. The figures for 2453-54 are shown in plus-signs. The figures for 2454-55 are shown in minus-signs. The figures for 2455-56 are shown in percent-signs. The figures for 2456-57 are shown in hash-signs. The figures for 2457-58 are shown in dollar-signs. The figures for 2458-59 are shown in ampersand-signs. The figures for 2459-60 are shown in asterisk-signs. The figures for 2460-61 are shown in plus-signs. The figures for 2461-62 are shown in minus-signs. The figures for 2462-63 are shown in percent-signs. The figures for 2463-64 are shown in hash-signs. The figures for 2464-65 are shown in dollar-signs. The figures for 2465-66 are shown in ampersand-signs. The figures for 2466-67 are shown in asterisk-signs. The figures for 2467-68 are shown in plus-signs. The figures for 2468-69 are shown in minus-signs. The figures for 2469-70 are shown in percent-signs. The figures for 2470-71 are shown in hash-signs. The figures for 2471-72 are shown in dollar-signs. The figures for 2472-73 are shown in ampersand-signs. The figures for 2473-74 are shown in asterisk-signs. The figures for 2474-75 are shown in plus-signs. The figures for 2475-76 are shown in minus-signs. The figures for 2476-77 are shown in percent-signs. The figures for 2477-78 are shown in hash-signs. The figures for 2478-79 are shown in dollar-signs. The figures for 2479-80 are shown in ampersand-signs. The figures for 2480-81 are shown in asterisk-signs. The figures for 2481-82 are shown in plus-signs. The figures for 2482-83 are shown in minus-signs. The figures for 2483-84 are shown in percent-signs. The figures for 2484-85 are shown in hash-signs. The figures for 2485-86 are shown in dollar-signs. The figures for 2486-87 are shown in ampersand-signs. The figures for 2487-88 are shown in asterisk-signs. The figures for 2488-89 are shown in plus-signs. The figures for 2489-90 are shown in minus-signs. The figures for 2490-91 are shown in percent-signs. The figures for 2491-92 are shown in hash-signs. The figures for 2492-93 are shown in dollar-signs. The figures for 2493-94 are shown in ampersand-signs. The figures for 2494-95 are shown in asterisk-signs. The figures for 2495-96 are shown in plus-signs. The figures for 2496-97 are shown in minus-signs. The figures for 2497-98 are shown in percent-signs. The figures for 2498-99 are shown in hash-signs. The figures for 2499-00 are shown in dollar-signs. The figures for 2500-01 are shown in ampersand-signs. The figures for 2501-02 are shown in asterisk-signs. The figures for 2502-03 are shown in plus-signs. The figures for 2503-04 are shown in minus-signs. The figures for 2504-05 are shown in percent-signs. The figures for 2505-06 are shown in hash-signs. The figures for 2506-07 are shown in dollar-signs. The figures for 2507-08 are shown in ampersand-signs. The figures for 2508-09 are shown in asterisk-signs. The figures for 2509-10 are shown in plus-signs. The figures for 2510-11 are shown in minus-signs. The figures for 2511-12 are shown in percent-signs. The figures for 2512-13 are shown in hash-signs. The figures for 2513-14 are shown in dollar-signs. The figures for 2514-15 are shown in ampersand-signs. The figures for 2515-16 are shown in asterisk-signs. The figures for 2516-17 are shown in plus-signs. The figures for 2517-18 are shown in minus-signs. The figures for 2518-19 are shown in percent-signs. The figures for 2519-20 are shown in hash-signs. The figures for 2520-21 are shown in dollar-signs. The figures for 2521-22 are shown in ampersand-signs. The figures for 2522-23 are shown in asterisk-signs. The figures for 2523-24 are shown in plus-signs. The figures for 2524-25 are shown in minus-signs. The figures for 2525-26 are shown in percent-signs. The figures for 2526-27 are shown in hash-signs. The figures for 2527-28 are shown in dollar-signs. The figures for 2528-29 are shown in ampersand-signs. The figures for 2529-30 are shown in asterisk-signs. The figures for 2530-31 are shown in plus-signs. The figures for 2531-32 are shown in minus-signs. The figures for 2532-33 are shown in percent-signs. The figures for 2533-34 are shown in hash-signs. The figures for 2534-35 are shown in dollar-signs. The figures for 2535-36 are shown in ampersand-signs. The figures for 2536-37 are shown in asterisk-signs. The figures for 2537-38 are shown in plus-signs. The figures for 2538-39 are shown in minus-signs. The figures for 2539-40 are shown in percent-signs. The figures for 2540-41 are shown in hash-signs. The figures for 2541-42 are shown in dollar-signs. The figures for 2542-43 are shown in ampersand-signs. The figures for 2543-44 are shown in asterisk-signs. The figures for 2544-45 are shown in plus-signs. The figures for 2545-46 are shown in minus-signs. The figures for 2546-47 are shown in percent-signs. The figures for 2547-48 are shown in hash-signs. The figures for 2548-49 are shown in dollar-signs. The figures for 2549-50 are shown in ampersand-signs. The figures for 2550-51 are shown in asterisk-signs. The figures for 2551-52 are shown in plus-signs. The figures for 2552-53 are shown in minus-signs. The figures for 2553-54 are shown in percent-signs. The figures for 2554-55 are shown in hash-signs. The figures for 2555-56 are shown in dollar-signs. The figures for 2556-57 are shown in ampersand-signs. The figures for 2557-58 are shown in asterisk-signs.



## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Thursday March 11 1999

## Against Chinese devaluation

Depreciation of the Chinese renminbi is being discussed, yet again. Yet the extraordinary feature of this long-running debate is that it is happening at all. For, on every normal criterion, the question would rather be how far the Chinese currency is to be revalued.

China has a managed exchange rate, buttressed by exchange controls. Thus the currency's value reflects a deliberate policy decision. Why then might the authorities consider devaluation?

Are they perhaps running out of foreign exchange reserves? Hardly, is the answer. At the end of 1998, reserves were \$145bn, the second highest in the world, after Japan's. Is the trade balance weak? Absolutely not, is the response. The balance was a colossal plus \$49bn in 1998. Is the current account fragile? Certainly not, is the answer. The surplus was a more than healthy \$30bn last year, as much as 3 per cent of gross domestic product. China is also the world's second largest recipient of foreign direct investment: its external debt is a mere 15 per cent of GDP, and its reserves are five times as big as its short-term debt.

The question then is why anyone would ever consider devaluing a currency backed by so strong an external position. To this there are only two answers, both bad.

The first is that there is a colossal amount of illegal capital flight, estimated by the Economist Intelligence Unit at \$67bn last year. This would indeed tend to weaken the currency. One response is that were it not for this flight, reserves would be rising by close to \$70bn a year, almost certainly forcing a revaluation. Another is that much of this flight must be driven by irresponsible talk of devaluation.

The second answer is that Chinese growth is slowing, though it still remains, according to China's own figures, quite healthy. But this, though apparently advanced in all seriousness, is hardly an excuse. China would be effectively arguing that it is entitled to compensate for a failure to execute growth-enhancing domestic reforms by pursuing export-led growth, even at a time of great fragility among its neighbours. This policy would almost certainly fail. It would also do huge damage on the way.

A Chinese devaluation should, quite simply, be unthinkable. The leadership should never have been praised for not doing what they should not even have been contemplating. In current circumstances a depreciation would amount to a particularly ill-timed and indefensible piece of predatory mercantilism. The Chinese should be told to reform, instead.

## CAP price cuts

With European farm ministers locked in another marathon negotiation, reform of the common agricultural policy (CAP) is urgent. It is a key element of the wider overhaul of EU finances which the Berlin summit later this month is due to tackle. Failure at that summit would delay reform until the autumn, and seriously hold up negotiations to bring east European countries into the Union.

But a good reform is also vital. The main test should be the depth of the cuts it makes in the guaranteed prices the EU pays to its farmers. Even the Brussels Commission's initial proposals of 15-30 per cent cuts would not have brought EU prices down to world levels, except perhaps in cereals. Nor would they touch the EU's variable levy which prevents cheaper world food over-riding domestic production. But the nearer EU prices get to world levels, the more they will encourage the efficiency which is badly needed in many areas of European farming.

If EU farmers were treated like anyone else, they would get no compensation for price cuts. But the need to provide some compensation is a political reality in Europe. The question is who is to pay for it, when the Union is pledged to switch budget resources from farm support to pave the way for enlargement.

The first response of the German presidency, with the support of most member states, was to press for "co-financing", whereby national governments would compensate farmers for price cuts. That would put ministers under political pressure to limit payments. At present there is no incentive to cut the CAP budget. The tendency of farm ministers in Brussels has been likened to people sharing a restaurant bill: they all order lobster.

Co-financing, however, has its drawbacks. It transfers the financial burden but would not automatically reduce it. In some circumstances it could risk a subsidy race which would bring the EU into conflict with the World Trade Organisation.

For the moment co-financing has been blocked by France, which dreads the cost of national payments. The French counter-proposal is for the EU to continue to pay compensation, but in amounts decreasing each year. This could reduce the overall cost but carries the serious danger of being used as the pretext for only small price cuts.

The EU has to find the courage to cut prices and limit compensation in amount or time, if it is to avoid a major row with its world trading partners and an absurd trade to enlargement. It would be ridiculous as well as unaffordable to offer east European farmers compensation for cuts in prices they never had.

## Eat or be eaten

Economic and monetary union has already provided the impetus for big alterations in the European banking landscape. The hostile bid by Banque Nationale de Paris for rivals Société Générale and Paribas brings an uncharacteristically Anglo-Saxon flavour to events. And in due course Crédit Lyonnais will be privatised with much fanfare.

The stage is thus set for the overdue rationalisation of French banking. But do not assume that the Anglo-Saxon overlay guarantees an economically efficient structure for the industry. There is a language problem here. In privatising Crédit Lyonnais the French government is not looking for the most efficient capital structure. It wants a core group of friendly insider shareholders to pre-empt unsuitable corporate reshuffling.

As for rationalisation, it does not, in France, necessarily mean the elimination of spare capacity in the high street or the slimming of surplus employees. Finance minister Dominique Strauss-Kahn has said that employees must not pay the price for endless restructuring. And the bankers have listened.

BNP, before its latest move, promised to give extensive job guarantees at Crédit Lyonnais if it was allowed a significant stake. And the reason Société Générale made its cosy offer for Paribas before being so rudely interrupted by BNP was partly

that Paribas had no branches. There was thus no need for a politically tricky rationalisation.

What drives these ownership changes is an obsession with size. The French government believes that consolidation of ownership, as opposed to consolidation of the industry, would somehow improve the international competitiveness of French banking.

BNP says that a takeover of the other two banks would create "a French champion in the European banking industry and a major player at world level".

Chief executives have an instinctive drive for size regardless of nationality. So, too, do the stock market analysts who declare that there is now pressure on the other banks to make a move to avoid being "marginalised". Size, of course, tends to deliver bigger pay to chief executives, while mergers provide fees for the analysts' employers.

Perhaps the takeovers that result will deliver efficiency gains and higher equity returns. Note, though, that BNP's strategy is not unlike the one that led to insolvency at Crédit Lyonnais. Personalities and pique will play a big part in the outcome of the bid. And nobody dares talk explicitly about cost-cutting redundancies. Outside shareholders will not doubt be treated with the utmost respect in this rationalisation. The innocent among them will be grateful.

## Three is a crowd



Daniel Bouton, SocGen chairman André Levy-Lang, Paribas chairman

Top 10 French banks* December 1997				
	Ranked by Tier (One capital) (\$m)	Total assets (\$m)	Pre-tax profit (\$m)	
Crédit Agricole Groupe	22,273	419,847	2,927	
Banque Nationale de Paris	11,516	338,711	1,272	
Groupe Caisse d'Épargne	10,567	214,785	840	
Société Générale	9,742	440,975	1,682	
Paribas	9,535	245,110	1,578	
Crédit Mutuel	7,849	105,339	706	
Crédit Lyonnais	7,129	250,200	702	
Groupe Banques Populaires	5,426	111,187	684	
CCF (Crédit Commercial de France)	2,981	66,610	440	
Natixis	2,902	69,367	48	

\* Excludes the 10 leading subsidiaries of the 10 banks.

Source: The Banker, Reuters, International

The French invented the idea of a *ménage à trois*. Now this concept is being extended to banking with the unexpected hostile bid by Banque Nationale de Paris to take over Paribas and Société Générale and create Europe's largest bank by assets (though not by market capitalisation). The move would lock three large executive egos in an improbable embrace, when two of them had already agreed to a match.

A month ago, SocGen and Paribas agreed to merge. They worked out a relatively simple modus vivendi: Daniel Bouton, SocGen's chairman and the country's youngest bank chief at 48, was willing to let André Levy-Lang, chairman of Paribas, the consenting target, to be the *chef de famille* until his retirement in a couple of years.

Now Michel Pébereau, chairman of BNP, has muscled in on this cosy domestic scene. He is offering an ill-defined, three-way arrangement for running the giant merged bank. Not surprisingly, Mr Bouton and Mr Levy-Lang have given him a hostile reception. If BNP's offer were successful, it would almost certainly be accompanied by a fierce battle for leadership of the merged entity. It would also create an even bigger French "national champion" in the pan-European banking business that is slowly emerging as a result of the single currency.

However, leading analysts doubt Mr Pébereau's initiative will go far enough for the question of leadership to arise. BNP's plan, leaked late on Tuesday and unveiled yesterday, has been temporarily code-named the SBP project after the three banks' initials. The hasty manner in which it was put together looks more like a desperate attempt to block the merger of Paribas and SocGen than a coherent project. The marriage had left BNP marginalised - and Mr Pébereau frustrated because he had his eyes on Paribas.

"Mr Pébereau's move is reminiscent of a child who sees another kid on the block with a brand new shiny toy and wants to take it from him," says Brennen Jenkins, principal at A.T.

Kearney, the management consultants, in London. Similar feelings seem to lie behind the terse, but more diplomatic joint statement issued yesterday morning by Mr Levy-Lang and Mr Bouton: "This operation can not be considered friendly."

Executives at these two banks say that the options they will examine include:

- accepting BNP's bid;
- making a joint counter-bid for BNP;
- improving the terms of SocGen's offer for Paribas.

"The management at both banks is still recovering from the shock of the announcement," says a consultant familiar with the banks. "But I can safely predict that surrendering to BNP is the least likely outcome."

In setting up their defences, managers will for once enjoy support from the trade unions. Force Ouvrière, one of the largest unions, yesterday warned SocGen employees that surrendering their SocGen shares to BNP's offer would amount to "digging their own graves". The union called on "all employees to oppose this offer" and pledged to "join all initiatives to make this unfriendly raid fail".

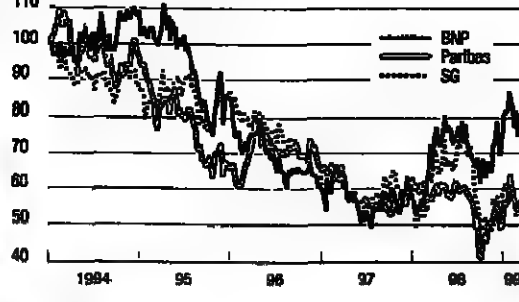
With some 8 per cent of the bank's capital, SocGen's staff are the bank's largest group of shareholders. Three-quarters of employees based in France hold SocGen shares. One SocGen executive said yesterday, not without relief: "It is comforting to know that our largest shareholder group is already opposed to the deal in principle."

Yesterday, the Bank of France, which regulates the banking industry, said it had a preference for "solutions that respect the smooth functioning of the market" which seems to suggest that if the project were deemed to be causing unnecessary disruption, it would not be approved (the central bank and the competition regulator must both give their approval to the three-way deal). Nevertheless, the central bank and the government said the proposed deal would be examined from the point of view of the "national interest".

The government has said that the SBP project will not affect

## BNP, Paribas and Société Générale

Share prices relative to European Banks sector



Europe's top 10 banks by market capitalisation (\$bn)

Bank	Market capitalisation (\$bn)
HSBC	82.9
Lloyds TSB	80.3
UBS	71.5
ING	50.9
BNP/Paribas	50.9
Credit Suisse	48.2
Barclays	43.3
Fortis	42.1
Santander/BCI	38.1
NatWest	37.5

the privatisation of Crédit Lyonnais, a large state-owned commercial bank, one third of which is scheduled to be sold in the next few days. But it is hard to see how the sale can remain unaffected.

The government wants a handful of long-term investors to take large stakes in the bank. BNP, SocGen and Paribas had all expressed an interest in taking such stakes. But BNP's bid for the other two banks means all three will be more concerned with themselves than with Lyonnais' privatisation.

Whether BNP's offer is successful or not, it will shake up the French banking industry and is almost certain to have beneficial effects at least on the three banks concerned.

Some argue the SBP project has merit, when viewed in the

**Whatever the outcome, BNP's bold move has broken the taboo against making hostile bids in the financial sector**

light of the wider rationalisation of European banking. Mr Pébereau, for example, argues that SBP would be "a champion on the French market and one of the leaders on a global scale."

With a market capitalisation of more than €50bn, more than 4,700 branches, 11m clients, 18 per cent of French bank deposits, and 130,000 employees, SBP would be Europe's largest bank. It would also be more than double the size of Crédit Agricole, its nearest French competitor. Among its considerable assets would be one of the world's largest portfolios of industrial holdings.

But French competition regulators and the European Commission (which may also rule on the deal) might yet express concern over SBP's market share of nearly 30 per cent of personal

banking. Mr Pébereau's plan is believed to have the backing of Claude Bébér, chairman of Axa, the insurance company that is the largest shareholder in both BNP and Paribas. Mr Bébér is thought to have voted in favour of the SocGen Paribas merger only reluctantly.

People who know Mr Bébér say he has always favoured a link-up between BNP and Paribas, and possibly, in a second stage, a further link up with the privatised Crédit Lyonnais.

While Mr Bébér is seen as the most obvious beneficiary of BNP's offer, other shareholders of SocGen and Paribas might also be pleased to be presented with a wider array of options. "At the very least, this will force SocGen and Paribas to lay out their plans in more detail," says Mr Jenkins at A.T. Kearney.

Since the SocGen Paribas project was announced, SocGen and Paribas have underperformed the French stock market. Paribas shares have fallen almost 7 per cent and SocGen's by 6 per cent, compared with a 3.3 per cent fall in the CAC 40 index of French blue chips.

Whatever the outcome of this battle, the wholly unexpected move by Mr Pébereau has broken two corporate taboos in France.

For a start the BNP move has established that it is possible to make a hostile bid in the politically sensitive financial sector. The only precedent was that of Italy's Generali trying to take a stake in the French insurance group AGF in 1997. Generali was politely warned off by the French finance ministry, which made it clear it had already lined up Germany's Allianz as its preferred partner.

But Generali had sought to work through the official channels. That is why BNP's move was so astonishing: it struck out on its own, without consulting the two target banks or seeking to square its action with the powerful finance ministry and regulators at the Bank of France.

Mr Pébereau's surprise move will make it more difficult for the authorities to appear formally neutral if they do not like the deal and want to influence the

outcome. Indeed, the outcome is so important to the future of French banking that neither Dominique Strauss-Kahn, finance minister, nor the Bank of France can in practice stand aloof. Having championed the original Paribas-SocGen alliance as an ideal Franco-French solution to bolster the nation's banking profile, the Socialist-led government risks appearing dangerously partisan if it were seen to be responsible for sabotaging Mr Pébereau's bid.

Furthermore, if the SBP project fails, it will prove more difficult to reshuffle the merger banking cards in a way that keeps the consolidation of the sector in French hands. Foreigners, who have been kept at arms' length, may then feel emboldened to become more closely involved in the sector's restructuring.

So far, the instinctive reaction of the French establishment to bank concentration has been to build up a national champion - or several if possible. Only then would the authorities, and French bankers, be willing to face a bigger foreign presence.

The other taboo that has been broken has been the cavalier treatment of the well-organised bank unions. Throughout the privatisation process of recent years, the unions have played an important role in conditioning offers. Under the present government, the preservation of employment or job creation have been key elements in acceptable bids.

The unions have frequently been consulted in advance; but they had no inkling of Mr Pébereau's designs on Paribas-SocGen, and were clearly unhappy with his assurances on job yesterday. By now, the unions are aware that concentration in the banking sector will inevitably lead to job losses - probably soon.

The BNP bid has underlined the sheer speed of change in banking following the launch of the euro. The Paribas-SocGen merger was put together in a matter of weeks. In the case of the SBP project, barely a month. This is light years away from the traditional closed world of French banking.

## OBSERVER

## Michel's merger mania

The Pébereau family isn't exactly one of France's more unassuming clans. Buccaneering is more like it.

Eleven years ago Georges Pébereau shook up his countrymen with his unswerving bid for Société Générale - not the sort of thing French financial chieftains expected from one of their own.

This week, it was his brother Michel's turn to set his sights on the same target. Frère Michel - who is in charge of the biggest numbers at Banque Nationale de Paris - raised the curtain on plans for a two-pronged hostile takeover bid that would link BNP with SocGen and Paribas to create the biggest bank in Europe.

So who's going to get the number one slot at any future superbank? So far Pébereau's keeping mum. It's the banks' various boards who should decide such things, he says. And anyway, it's far too soon to speculate on the leadership issue.

According to his very own blueprint, if the deal ever gets done, BNP would have a slightly smaller slice of the new entity than the other two banks. So it could be logical for Pébereau to take the third biggest chair in the new group's hierarchy.

But something tells Observer

the pugilistic Pébereau might just be aiming a little bit higher.

## Hark at Helmut

Remember Helmut Kohl? The former German chancellor has enjoyed a low profile since his election defeat last September, refraining from adding to the embarrassments of his successor Gerhard Schröder. But the 68-year-old Kohl has ended his vow of silence. Yesterday German TV channel Phoenix broadcast an interview with the heavyweight former chancellor who oversaw German reunification.

During the three-hour marathon session, Kohl divulged he plans to "engage massively" in European policy. But he's promised to wait until after June's European elections. The new generation of socialist leaders has been adequately warned.

## No comment

So it's not always journalists who get accused of making things up. Goldman Sachs has formally apologised to Thal finance minister Tarrin Nimmanaheminda for attributing to him comments he says he didn't make.

The contentious quote - reported and later retracted by Goldman's Asian banking analyst Roy Ramos - explained that the country's largest bank, Bangkok

Bank, was also the biggest risk to the Thai financial system. Bangkok Bank's shares fell 8 per cent a day later.

So why did Goldman grovel? A fit of humility maybe? Unlikely. It's more probable that Tarrin demanded an apology, or Goldman feared the cancellation of a bond-underwriting deal with the government.

Or perhaps the investment bank didn't want to damage further the political standing of a man whom foreign investors see as one of their biggest allies in Thailand. Whatever, Observer reckons, as usual, sorry must have been the hardest word.

## Motoring along

Raving mad about motors? Got a bit of a bee in your bonnet about your neighbour's Ford Focus? Car fans and industry types simply exhausted with plodding around the gargantuan Geneva Motor Show now have an alternative.

To get the latest from the auto-world it might be better junking the industry's trade show and hanging around the agreeable lakeside town of Lausanne instead. That's been the backdrop to some of the industry's more momentous decisions in recent years.

A year ago, the top four executives of Daimler Benz and Chrysler had a clandestine meeting in the splendour of the town's Beau Rivage Hotel to

discuss their merger. And this week, DaimlerChrysler bosses were at it again in Lausanne when they decided to kill plans to acquire Japan's Nissan Motor. The industrial auto behemoth says it still needs to focus on its own marriage.

So the lesson is clear. Those wanting to be in the know need to do some serious lurking in Lausanne.

## Going bananas

So it seems half the world has come a cropper on a banana skin. All those European and US diplomats engaged in all-out war over the banana trade have found the going somewhat slippery.

But Umberto Eco, celebrated semiotics professor and literary Eurotaint, doesn't get it. The author of the best-selling medieval whodunnit *The Name of the Rose* points out that banana skins are not, in fact, slippery - at least, no more so than a tomato or any other fruit.

The reason that bananas have a reputation for causing accidents is all down to Hollywood. In the early days of cinema, slapstick scriptwriters had characters losing their balance instead on sidewalk dog deposits. Studio bosses - casting around for a more demure substitute - chose the banana skin as altogether less offensive. Nice one, Umberto. But watch your step.

## Financial Times

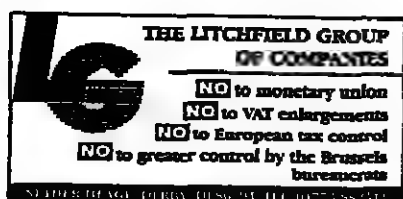
## 100 years ago

German Colonial Railways Berlin, 10th March. The Reichstag considered the estimates for the German Protectorates to-day. In the Budget for East Africa the Reichstag Committee proposed that of the two million marks asked for by the Government for the extension of the Tanga railway 250,000 should be struck out. Count Stolberg moved that the Government demand be granted, on the ground that the Usambara Railway was a necessity. Dr Von Buchka, director of the Colonial Office, warmly urged adoption of the Government proposals, and pointed out how much attention the British were devoting to railway construction in Africa.

## 50 years ago

Tin in Ontario Fort William, Ont. Mar. 10. The discovery of tin ore at Linklater Lake is described in the Ontario Department of Mines preliminary report as worthy of further and careful prospecting. The report added that "it would not be unreasonable" to expect the existence of other mineable widths in the area north of Armstrong.





# FINANCIAL TIMES

THURSDAY MARCH 11 1999



## THE LEX COLUMN

### Ménage à trois

Has Banque Nationale de Paris gone mad in mounting the first hostile bid in French banking? Certainly not, although there may be a hint of desperation in the move. BNP has been conspicuous for its failure to cement a deal in a sector that has been consolidating rapidly. Before the proposed Société Générale/Paribas deal, the mutuals had made the running. Crédit Agricole had bought Indosuez, and Crédit Mutuel CAC SG had at least acquired Crédit du Nord from Paribas, but BNP kept being thwarted - most recently on two fronts.

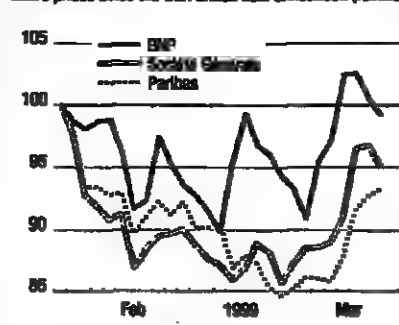
First, it was keen to do a deal with Paribas before SG stepped in. So its bid for Paribas is perfectly consistent. And under French rules it was in effect forced to bid for Paribas' rival, as well. Second, BNP's request to be leading shareholder in Crédit Lyonnais, which is being privatised, seems to have fallen on deaf ears. Faced with isolation, BNP is right to re-open the debate about who should do a deal with whom. Yet its audacious three-way merger plan may well be the least likely outcome. Among other possible permutations must be included a bid for BNP by a foreign bank. It has put itself as well as its targets in play and blazed a trail for unsolicited approaches.

So what is the best permutation? In theory, the three-way tie-up has merit. It addresses an important weakness in the SG/Paribas deal, namely the limited scope for domestic rationalisation. Paribas does not have a branch network: the other two have 4,700 branches between them. In a perfect world - one without French banking unions - such an overlap would offer a great opportunity to strip out costs. Indeed, BNP points to €1.3bn (\$1.1bn) of savings from a three-way merger, versus €800m from SG/Paribas alone. And that first stab stresses politically less contentious cuts in information technology and back-office spending. Meanwhile, Paribas' investment banking activities would be run more at arms' length and gradually have excess capital drained out of them to be redeployed into retail and private banking. Nevertheless, if putting two banks together is tricky, three is exorbitantly hard.

Short of a three-way merger, BNP seems still to prefer a marriage with Paribas, hence the bigger premium it is offering. The fact that Paribas would be in the ascendant in investment banking might

#### French banks

Share prices since the SG/Paribas deal announcement (index)



Source: Datastream/FT

please some within the target, especially those fearful of merging with the more formidable SG. But that cuts less ice at the top, where André Levy Lang of Paribas is set to be chairman and chief executive of the combined SG/Paribas, with Daniel Bouton of SG as his apparent

But they will now have to defend their rather cosy-looking deal more robustly. And probably sweeten it, ideally with some cash, to counter the premiums BNP is offering both SG and Paribas shareholders, albeit in shares.

There is still a risk then that BNP may end up with nothing. But it is to be congratulated on starting a proper auction.

#### DaimlerChrysler/Nissan

Jürgen Schrempf, DaimlerChrysler chairman, has never disguised his ambition to make his company the first global auto assembler. But discretion has proved the better route to value, at least as far as leaving Nissan alone goes. A deal with Nissan would have lifted Daimler's Asian sales to 19 per cent of its total, within spitting distance of the 20-25 per cent 10-year target. And the entire into the Japanese truck market was certainly tempting.

But the risks of taking a majority stake in Nissan Motor - the only way Mr Schrempf could be sure of having total control of its 40 per cent-owned Nissan Diesel truck unit - always looked high. Nissan's outstanding debt of \$36bn, which represents more than three times its mar-

ket value and about half annual revenues, is hardly enticing. And off-balance sheet liabilities are a further worry. Excessively close relations with suppliers would have constrained Daimler's ability to make half-way decent returns.

Another risk was potential collateral damage to the rest of the company. Extracting the benefits of the Daimler-Chrysler merger is still the main task for the company over the next two to three years. Integrating a third culture in such a short space of time would have been asking for trouble. Daimler's withdrawal is bound to give Renault pause for thought on the wisdom of a Nissan deal. So, for Nissan, the worst is yet to come.

#### DuPont

For a company that makes much of its commitment to increase shareholder value, DuPont's approach seems curiously half-hearted. The chemical group's plan to launch a so-called tracking stock for its life sciences division is fine as far as it goes. Life science companies trade on earnings multiples of over 30 times against DuPont's own 20 times, so creating a separate security should allow value to emerge. It will also furnish an acquisition currency.

But this decision must be placed in context. Until now, DuPont has tried to convince investors that the entire group should be valued as a faster growing, less cyclical life sciences powerhouse - a claim that was undermined by three profit warnings last year. The tracking stock is thus an admission of defeat. And how much value it will create remains to be seen. After all, life sciences contributed just 16 per cent of 1998 earnings. Meanwhile, DuPont's heavy investment in genetic seeds looks less and less likely to produce acceptable returns soon, judging by the future genetically modified food is causing in Europe.

Given the mixed record of tracking stocks, a spin-off of life sciences looks the better option.

DuPont still argues there are synergies with chemicals, but the successful demerger among its peer group suggests otherwise. Longer term, DuPont's life sciences arm will in any case have to buy or merge with a rival such as Monsanto or risk becoming an also-ran.

## Nikkei climbs 2.5% amid signs of investor optimism

By Gillian Tett and Alexandra Nashman in Tokyo

A combination of imminent government action, improved economic figures and returning investor confidence brought a rare burst of optimism to the Japanese equity market yesterday.

The Nikkei 225, the key stock market indicator, rose 2.5 per cent to 15,480, amid extremely heavy trading and foreign buying. That left the stock market at its highest level for seven months, and 16 per cent up on the week.

Kathy Matsui, analyst at Goldman Sachs, said: "In the last few days, this rally has been driven by foreigners - people are looking to give Japan the benefit of the doubt."

The cost to Japanese banks of borrowing dollars has also tumbled dramatically in recent weeks as international investors have started to believe Japan is finally tackling its long-running financial problems.

The "Japan premium", or the extra cost to Japanese banks of borrowing in dollars compared with

European and US banks, has fallen to around zero for the strongest banks, its lowest level for five years.

Bank of Tokyo Mitsubishi, for example, is paying 4.95 per cent for one-month euro-dollars in the London market and 5.06 per cent for three-month euro-dollars, similar to the market average of 4.95 per cent and 5 per cent for Western banks.

The decline partly reflects the fact that most banks have already raised sufficient funds for the 1998 fiscal year. But it is a sharp contrast with last October, when the Japan yen basis points (one percentage point) as international investors' fears of possible banking collapses grew.

The new signs of confidence are a welcome boost for the Japanese government, which will formally announce tomorrow the injection of about ¥7,450bn (\$65bn) of public funds into the banks' capital base. Analysts say foreign investors' attitudes towards Japan are also changing, as optimism increases.

That is partly a result of recent banking reforms. But some investors

also hope that corporate Japan is implementing new restructuring plans. This week, for example, Sony, the electronics group, announced that it would cut its workforce by 17,000.

Investor sentiment has been further boosted by the Bank of Japan's recent efforts to push overnight market rates to zero. This could fuel inflation and weaken the yen, making exports more competitive.

Alex Kliment, analyst at Morgan Stanley, said: "The bear market finished last Friday - we don't have to worry about new lows any more."

At the beginning of last month, Eisuke Sakakibara, Japan's influential vice-minister of finance for international affairs, said Japan's financial crisis would be over "in one or two weeks".

But some analysts, such as Ms Matsui, still fear that the stock market rally could end later this year if corporate restructuring slows again. Japan's trading partners, such as the US, are also concerned that ¥7,450bn is insufficient to remove the banks' bad loans.

## Ecuador's high bond yields reflect fears of debt default

By Antony Giszewski

The deteriorating state of Ecuador's banking system and increased risk of a default on its external obligations has pushed up the country's bond yields, making it the world's second riskiest market after Russia.

The price of Ecuadorian Brady bonds has fallen sharply in the past month and has been particularly volatile since the government closed the country's banks indefinitely on Monday for a "holiday" to halt the run on deposits.

The spread between the yield on Ecuador's bonds and on benchmark US Treasury bonds has widened by almost 10 percentage points (1,000 basis points) in the past month. The spread touched 2,300 basis points over US Treasuries yesterday. Russia's yield spread is almost 5,500 basis points.

Peter West, chief economist at BEV Latham in London, said while yield spreads were not yet at default levels they reflected increased concern about the government's ability to service its external debt.

But the risk of Ecuador going into

a steep economic decline was high, she added. It only has to pay \$340m this year in interest payments on its \$4.4bn Brady bonds, but it is already in arrears on its Paris club debt (borrowings from other governments). The country has foreign exchange reserves of under \$1.3bn.

Ms Chang said the sharp falls in the price of its Brady bonds reflected the extreme risks investors were facing. "Ecuador's government only has two options: either to take difficult steps to secure IMF support, or to go into a downward spiral."

The government has raised the possibility of introducing a currency board as a means of restoring stability to the battered sucre - which has fallen about 40 per cent against the US dollar since it was floated last month - and bringing confidence back to its financial system.

Analysts said a currency board was unrealistic. "Nobody really believes they are in the position to introduce a currency board at this stage. The preconditions for this simply do not exist in Ecuador," Mr West said.

Analysts said a currency board was unrealistic. "Nobody really believes they are in the position to introduce a currency board at this stage. The preconditions for this simply do not exist in Ecuador," Mr West said.

Analysts said a currency board was unrealistic. "Nobody really believes they are in the position to introduce a currency board at this stage. The preconditions for this simply do not exist in Ecuador," Mr West said.

Analysts said a currency board was unrealistic. "Nobody really believes they are in the position to introduce a currency board at this stage. The preconditions for this simply do not exist in Ecuador," Mr West said.

Analysts said a currency board was unrealistic. "Nobody really believes they are in the position to introduce a currency board at this stage. The preconditions for this simply do not exist in Ecuador," Mr West said.

## CONTENTS

### News

European News	2,3
US and Canada News	5
Asia-Pacific News	4
Latin American News	5
World Trade News	6
UK News	8-10
Weather	14

### Features

Editorial	13
Letters	12
Management/Technology	22
Observer	13
Asia/Asia Guide	11
Analysis	12,13
Crossword Puzzle	26

### Companies & Finance

European Company News	19
Asia-Pacific Company News	20
American Company News	16
International Capital Markets	24

### Markets

Bonds	24
Bond futures and options	24
Short term interest rates	25
US interest rates	24
Currencies	25
Money markets	25
FT/SGP-A World Indices	23
Europe	23
World stock markets reports	36
World stock market listings	33
London share service	30,31
FTSE Actuaries UK share indices	32
Recent issues, UK	32
Dividends announced, UK	21
Managed funds service	27-29
Commodities	26
FTSE Gold Mines Index	32

### Special Reports

Puerto Rico	Separate section
Berlusconi	Separate section



### Directory of online services via FT Electronic Publishing

FT.com: The Financial Times with all the news, comment and analysis.  
http://www.ft.com  
The Global Archive: An easy-to-use database library of over 3.5 million articles from the FT and from thousands of other leading newspapers and business publications.  
http://www.ft.com/globalarchive  
Newspaper editorials: Information, citation and online editing.  
http://www.ft.com/newspapereditorials  
FT Annual Reports Service: online ordering of annual or interim reports and accounts of 1200 UK plc's.  
http://www.ft.com/newspaper2000.htm  
FT Images: directory  
http://www.ft.com/newspaper2000.htm  
Click here to get share prices and market reports by telephone and fax.  
http://www.ft.com/newspaper2000.htm  
Browse details of forthcoming editorial services.  
http://www.ft.com/newspaper2000.htm



A Tibetan refugee runs away from a burning effigy of Chinese president Jiang Zemin during a protest marking the 40th anniversary of China's occupation of Tibet in New Delhi yesterday. Picture: AP

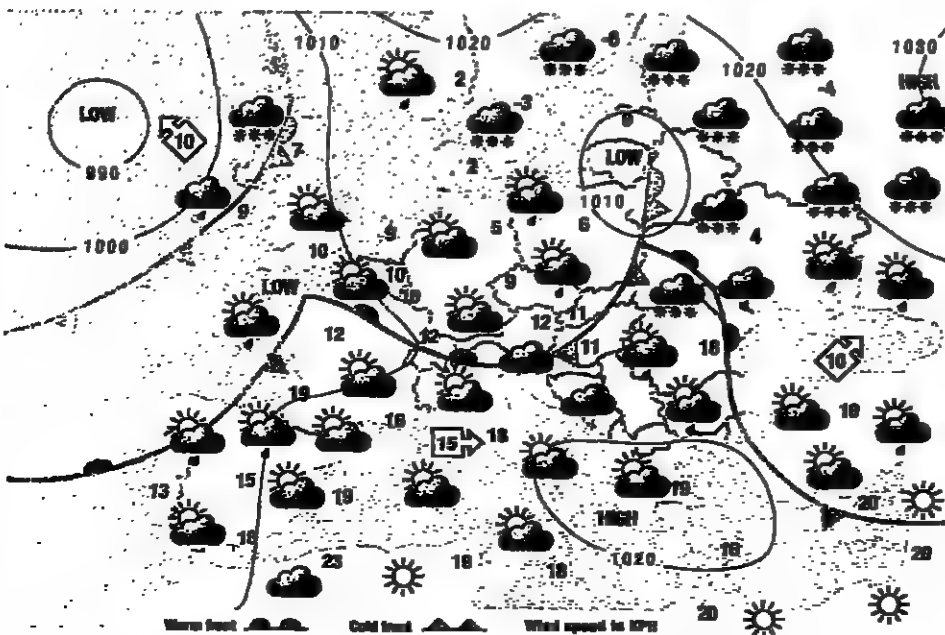
## FT WEATHER GUIDE

### Europe today

Western Scandinavia will be dry with snow showers in the east. More snow is likely over the eastern Baltic and western Russia. Rain over northern France will clear from the west but central and southern parts will be sunny with small amounts of cloud. Much of Germany will be fine but showers in the south will affect Austria, Czechoslovakia and Hungary. Portugal and northern Spain will have sun and showers. The rest of Spain and the remainder of the Mediterranean should be dry and mostly sunny.

### Five-day forecast

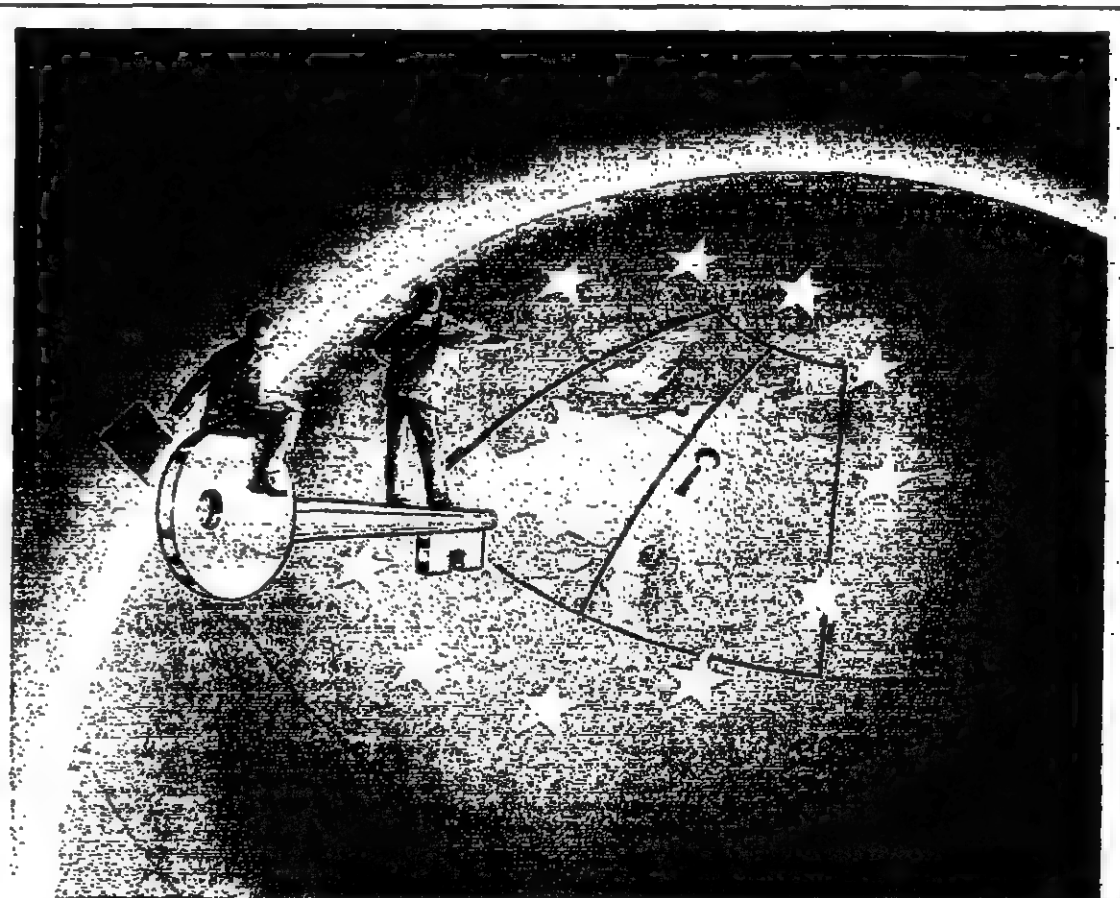
It will stay unsettled in the north with snow showers over Scandinavia and the Baltic states. Spain may have showers tomorrow and on Saturday. Central Europe and the Mediterranean will be mostly dry.



Situation at midday. Temperatures maximum for day. Forecasts by FT WEATHER CENTRE

### TODAY'S TEMPERATURES

	Minimum	Maximum		Minimum	Maximum		Minimum	Maximum		Minimum	Maximum
Abu Dhabi	Sun 27	35	Beijing	Sun 17	20	Chengdu	Fri 2	10	Edinburgh	Cloudy	8
Accra	Sun 23	30	Berlin	Fri 17	20	Cairo	Sun 22	28	Faro	Shower	16
Algiers	Sun 23	30	Bombay	Fri 27	35	Cardiff	Sun 22	28	Frankfurt	Shower	16
Amsterdam	Fri 9	15	Buenos Aires	Sun 27	35	Chennai	Sun 22	28	Geneva	Shower	16
Athens	Sun 19	25	Bombay	Sun 27	35	Chicago	Sun 22	28	Hong Kong	Shower	16
Bahia	Fri 27	35	Bombay	Sun 27	35	Colombo	Sun 22	28	London	Shower	16
Bangkok	Fri 27	35	Bombay	Sun 27	35	Dallas	Sun 22	28	Madrid	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Dubai	Sun 22	28	Moscow	Shower	16
Buenos Aires	Sun 27	35	Bombay	Sun 27	35	Guangzhou	Sun 22	28	Mumbai	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Hong Kong	Sun 22	28	Nairobi	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	London	Sun 22	28	Paris	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Los Angeles	Sun 22	28	Rangoon	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Luxembourg	Sun 22	28	Singapore	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Manila	Sun 22	28	Taipei	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Mexico City	Sun 22	28	Tokyo	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Moscow	Sun 22	28	Toronto	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Mumbai	Sun 22	28	Vancouver	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Nairobi	Sun 22	28	Wellington	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Paris	Sun 22	28	Yokohama	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Peking	Sun 22	28	Zurich	Shower	16
Bombay	Sun 27	35	Bombay	Sun 27	35	Perth	Sun 22	28			
Bombay	Sun 27	35	Bombay	Sun 27	35	Prague	Sun 22	28			



## Euro Investment: Your Key to Success.

Without question, the European monetary union presents fantastic new investment opportunities. In fact, it creates the second largest bond market in the world, opening up new dimensions for the stock market - a many faceted securities market with no currency exchange risk.

To take advantage of this market, turn to WestLB. We're one of Germany's leading banks, very much at home in Europe, and active worldwide on behalf of our customers. Our specialists

can offer you professional investment management and tailor-made strategies which take into account the changes resulting from the adoption of the Euro. And you can also profit from our strong position in the securities markets and extensive research capabilities. Use the know-how of the WestLB as your key to investment success.

For more information, look us up on the internet under [www.westlb.com/euro](http://www.westlb.com/euro) or e-mail us at [euroinfo@westlb.de](mailto:euroinfo@westlb.de)



JP 11/10/150



ECCLESIASTICA  
2.5% amid  
r optimism

ond yields  
ebt default

SS.

FINANCIAL TIMES SURVEY  
**BARCELONA**  
THURSDAY MARCH 11 1999

# Success story of a proud and purposeful city

The capital of Catalonia, the most developed of Spain's self-governing regions, wants to start the next century with as much energy as it did this one. **David White** reports

In the same way that Barcelona football club boasts of being "more than a club", Barcelona itself is more than Spain's second city.

With 4.2m people in its greater metropolitan area it provides a powerful counterweight to Madrid, the seat of centuries of centralised power. Capital of Catalonia, the most developed of Spain's diverse and now-days self-governing regions, it accounts for two-thirds of the region's population.

It has become the envy of many cities seeking the same things - urban renewal, new-generation activities to replace lost factory jobs, a central function within a wide geographical zone.

Barcelona is a success story, an example of a city that has rediscovered its self-esteem, purpose and pride of its recent revival, which Joan Clos, its mayor, insists is "not a flash in the pan".

A maritime power since the Middle Ages, and now one of the Mediterranean's chief commercial ports, it has always been subject to outside influences and felt European before most of the rest of Spain.

Since its 1992 summer Olympics this bilingual city - its citizens are as likely as not to use Catalan in ordinary conversation - has become much more widely known. The tree-lined Rambla (also known as Ramblas in the plural) is by now one of Europe's more familiar promenades. Tourism has doubled this decade, and US visitors now top the list. Barcelona's reputation has changed from shady to stylish, a city infatuated with design.

As a development model, Lord Rogers, the architect and chairman of the UK government's Urban Task Force, has described Barcelona as perhaps the most interesting example of urban regenera-

tion in the western world today.

Clearance has taken place with little damage to the city's character. Sites once occupied by emblematic industries such as the manufacturers of trucks or railway rolling stock are now parks bearing their former occupiers' names. New zones are replacing derelict areas. And a population which had turned its back on the sea now goes to the beach by metro.

In a survey of 500 top executives by London-based property consultants Healey and Baker, Barcelona came top among 30 European cities in terms of quality of life for employees - ahead of Paris and Geneva - and in sixth place overall as a place to locate a business.

The lessons Barcelona has to offer lie partly in the

looking for a "second transformation" over the next five years. In spite of \$8bn worth of investment for the 1992 Games, infrastructure is still reckoned to lag behind Barcelona's stage of development as one of the European Union's half-dozen largest urban conglomerations.

Schemes on the drawing board include a high-speed rail link which Barcelona wants to bring to its airport and city centre in a project scheduled to connect with France in 2004. Then there are other rail networks, motorways, telecommunications and power projects, and airport and port expansion.

All are seen as essential to Barcelona's ambition of being the main economic hub and distribution centre for a whole region straddling the French border and rivaling the influence of Madrid and Lyons. Within a 300km radius, it will have access to a population of some 15m, including the citizens of Valencia, Zaragoza, Toulouse and Montpellier.

Part of the key to Barcelona's drive, Mr Clos believes, is a sense that it missed out in previous decades, creating "a certain collective determination" to ensure that it catches the European boat. "We had the feeling that nothing would be given to us," he says. "We didn't expect much help from outside."

Mr Clos, mayor for 18 months, has to defend his post in June, when municipal elections are held country-wide. In the two decades since democracy was restored in Spain, the Socialists - with local leaders from established Catalan families and an electorate mostly of non-Catalan migrant origin - have never lost their leadership in the city hall. And neither have centre-right Catalan nationalists been dislodged from the other wonderful historic building across the square in Barce-



A tower of strength: Barcelona has rediscovered its self-esteem and is enjoying a revival

lona, the seat of the Catalan regional government, the Generalitat.

the success of the Olympics, is running for the regional presidency later this year, attempting to oust the veteran Jordi Pujol. Mr Clos, promoted in his place at the

town hall, is in turn being challenged by Joaquim Molins, a popular nationalist politician. While he acknowledges Barcelona's achievements in

recent years, Mr Molins questions its record in creating new jobs. The city has been losing its population rapidly - about 35,000 a year - and property prices have been going up.

From its beginnings in textiles, Barcelona has a solid manufacturing tradition. But what used to be its biggest industrial employer, the car company Seat, now part of Volkswagen, has cut back drastically and moved the bulk of its activity 30km away. Others have done the same.

However, greater Barcelona remains a centre for sectors such as vehicle components, consumer electronics, chemicals and pharmaceuticals research. The city has long been Spain's publishing capital, in rivalry with Madrid. It has seven universities, three internationally recognised business schools (including a post-graduate programme run by the University of Chicago) and five design schools.

Relevision, the main pioneer of competition in the Spanish telephone business, set up its headquarters in Barcelona, saying it was a good place to recruit talent. Multinational industrial groups say Barcelona offers a reserve of skills and high-quality labour.

However, successive attempts to make Barcelona a financial centre have foundered. It does have a stock exchange and a bond derivatives market, but the first is increasingly marginal and the second languishing. Joaquim Cluas, economic adviser at Barcelona

Regional, a planning agency, says Madrid is an object of jealousy because of its strength in financial and company services and its claims on public investment.

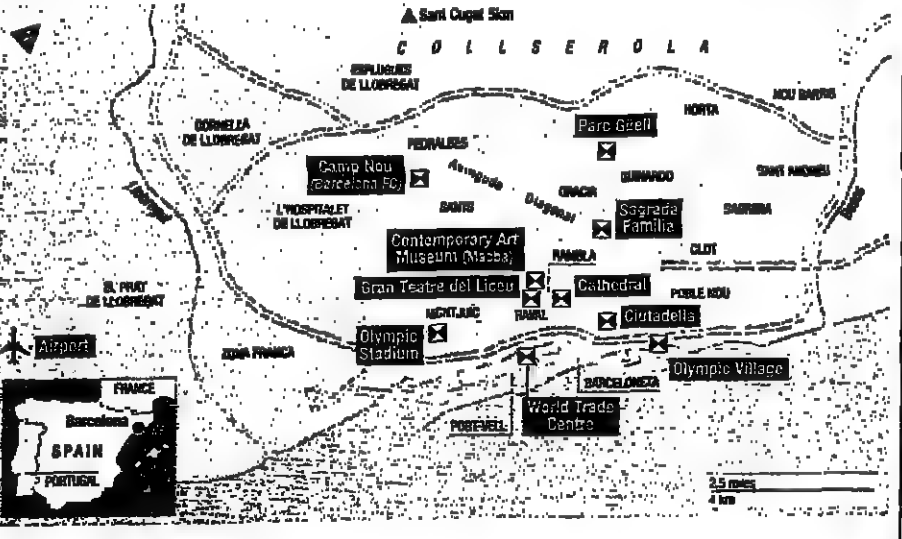
A fresh impetus for development is scheduled for 2004 - the Universal Forum of Cultures, a five-month combination of talking-shop and festival which is the first event of its kind backed by Unesco.

Jaume Sodupe, the Forum's commissioner, admits that the original idea was simply that "we had to do something". Since its Universal Exhibitions in 1888 and 1929, Barcelona has relied on big events to jump-start investment projects.

Novelist Eduardo Mendoza, in *City of Marvels*, describes Barcelona as a city that has experienced "years of splendour and opaque centuries." The novel, now being filmed, is the story of an opportunist's career at the turn of the last century and vividly portrays a defining epoch of Barcelona's history, in the middle of political ferment.

It was a heyday of building such as there had not been since the Gothic period, with the architectural extravagances of modernism. Barcelona's version of *art nouveau*, and, above all, the extraordinary creations of Antoni Gaudi, a cross between the practical, the mystical and the playful which the city has taken as part of its identity.

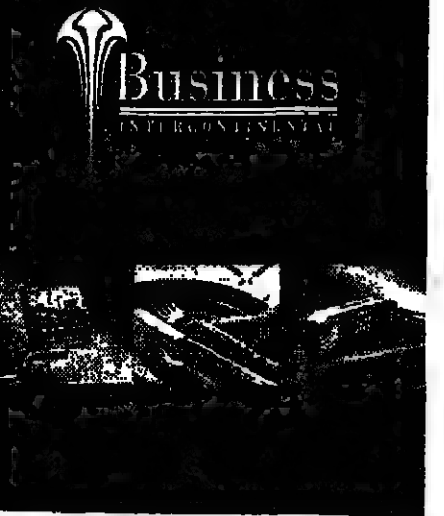
Barcelona wants to start the next century with as much energy as it did this one.



Savouring seafood: a salted cod stall at Santa Catalina market



We've outdistanced the competition.



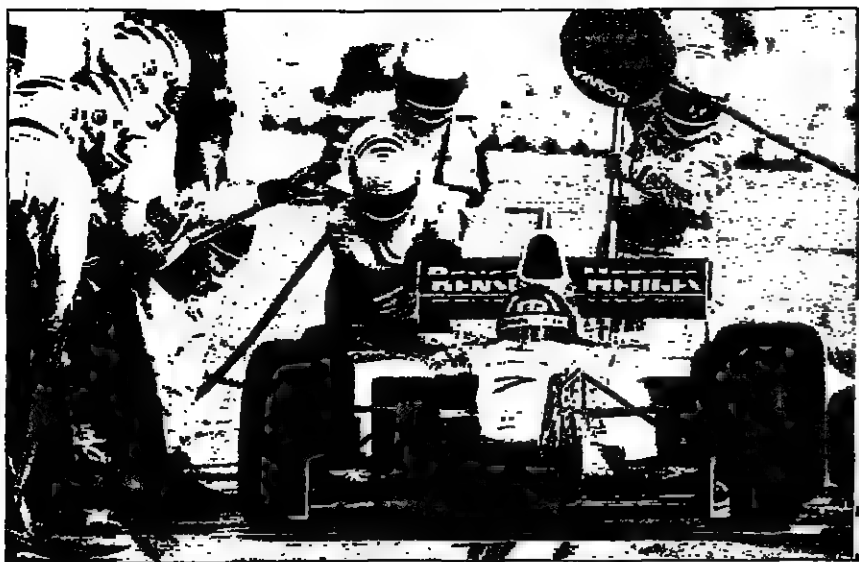
Try Iberia's new Intercontinental Business Class and enjoy a world class experience on a world class airline. Outdistancing the competition is our business. Iberia gives you 132 cms. of room between your ergonomically designed seat and the one in front. Relax in style and made-to-measure comfort while away the time watching films, sports or news on your individual video screen, make a call from your seat on your personal telephone or treat your palate to a Mediterranean Cuisine inspired choice of three menus, amongst many other possibilities. And when you've landed and had time to reflect, you'll have no doubt as to why Iberia is today one of the leading business airlines of the world. [www.iberia.com](http://www.iberia.com)



New non-stop route: Barcelona-New York from the 28th March  
Distance measured between rows



## BARCELONA 2



Damon Hill (left) and Heinz-Harald Frentzen of the Jordan Formula 1 team train at Montmeló circuit last month. Round 5 of the Grand Prix will be held there on May 30. AP



With the 1992 Olympic Games came a new approach to industry and investment. AP

INDUSTRY AND INVESTMENT by Tom Burns

## Pro-active approach is the secret of city hall success

The 1992 Olympic Games altered perceptions about business and taught the local authorities key lessons in the drive to attract capital

Ten years ago Barcelona Activa, an agency funded by the city hall to promote industry and investment, installed itself in what used to be a primary school that had been set up by a factory at the turn of the century for the children of its employees. Within a decade, the decaying industrial estate in northern Barcelona has been transformed.

The factory's gigantic works plant is now an office complex and shopping centre. Its equally large warehouse is now a start-up centre or "nursery" for new businesses and it is Barcelona Activa's showpiece project.

More than 100 emerging companies whose business plans have been approved by Barcelona Activa occupy small offices in the former warehouse and use common meeting rooms and clerical facilities. The city hall's agency leases the nursery's cubicles at market rates for a maximum of three years and provides, if required, training and professional advice.

At the heart of this and other initiatives is a pro-active approach to industry and investment that Barcelona's local authorities have developed over the years and are constantly fine-tuning. Welcome to entrepreneurial officialdom and to what one Barcelona employer called the city hall's "complicity" with the private sector.

The 1992 Olympic Games, and the meticulous run-up to their celebration, altered perceptions about business and taught the local authorities key lessons in the drive to attract capital.

The Games taught the city hall at least two key lessons in its drive to attract capital. One involved a web of public and private sector partnerships that were initially created to ensure the success of the Olympics and extract maximum benefits for the

city. The close relationship between the city hall and different business sectors has since been cemented and it embraces a range of activities including a venture capital firm.

With funds of Pta1bn, the venture capital firm is backed by 15 Barcelona private institutions as well as by the city hall which has put aside Pta250m for a 25 per cent stake.

The firm plans to invest between Pta10m and Pta50m in some 60 city-based small businesses and it is primarily interested in those operating in information technology and other innovative sectors.

Barcelona also learnt from the Games the value of a high-profile trade mark. The Olympics bestowed on the city an image of efficiency and quality life-style and this mix of profit and pleasure has since served Barcelona well in its efforts to drum up investments.

The city hall and private sector businesses have clubbed together to promote the Barcelona brand in specific areas where the city claims a competitive advantage. Some of these trade-mark ventures, such as the Barcelona Medical Centre

located in Barcelona - agricultural business accounts for a high volume of the investment flow into the city.

The Foundation researches sensible and healthy eating habits based on Mediterranean foodstuffs.

Whether they are using the city's rich tradition in industrial, graphic and architectural design to promote Barcelona as a design centre or its recently acquired Olympic heritage to profile the city as a Sports Capital, Barcelona's public and private sector partnerships work overtime to sell the trademark.

Statistics suggest that the unceasing salesmanship is reaping rewards. Direct foreign investment in Barcelona last year totalled Pta508bn, 43.7 per cent up on the figure for 1997.

Branding Barcelona helped the city's greater metropolitan area to gain a 24.6 per cent share of total foreign investment in Spain

last year, against 20.4 per cent in 1997.

The bulk of foreign investment was accounted for by the real estate business, which is unsurprising given Barcelona's ever constant urban renewal, and by the vehicle sector, a traditional capital-intensive activity which is based around the city's Nissan and Volkswagen-Seat plants.

A new investment surge is likely in the hotel and tourism-related sector. Overnight visitor stays in Barcelona rose by 37 per cent last year to 7.5m and the city's hotels registered 80 per cent occupancy. Arrivals at Barcelona airport were also well up on targets.

The city hall views these figures with satisfaction - the Barcelona brand name is drawing in the crowds - and also with alarm because it rightly believes that demand will outstrip supply and drive up prices. It is therefore study-

ing proposals to boost available hotel space that are modelled on the hot-building boom that it master-minded ahead of the Olympic Games.

Another sense of where Barcelona is going as a serious area of enterprise and industrial activity is gained by visiting the business start-up nursery that is housed in the old factory warehouse where typewriters and other similarly obsolete consumer goods used to be stored in the building's previous incarnation.

The nascent businesses - Barcelona Activa has 1,600 on its books - make impressively productive use of information technology. As well as designing software and web sites, they appear to focus on providing more and more services for an increasingly wealthy and sophisticated population - for the ageing, for the very young and for those who follow every latest fad.

THE PORT by Jimmy Burns

## Fresh confidence as the millennium approaches

Development and expansion programmes and new ports legislation make it easier for Barcelona to compete and meet the demands of both domestic and foreign trade

It is almost 100 years since Joan Maragall, Catalonia's most famous poet, bemoaned how Barcelona had lost a sense of its identity, turning away from the sea and inwards upon itself.

Now with the approach of a new millennium, the city is enthusiastically looking to the sea again, its status as one of the great Mediterranean ports re-established.

A new confidence is sweeping through local government about its ability to compete in the future thanks to continuing development and expansion programmes.

Joaquim Tosas, the port authority's president, believes Spain's new Ports Law, approved in December last year, has made it easier for Barcelona to react with speed and efficiency to the ever-changing demands of domestic and foreign trade.

The law scrapped the state holding company introduced by the socialist government five years earlier, and returned a large degree of autonomy to the leading port authorities around the country.

Although Barcelona still has to co-ordinate closely with Madrid on its development plans and funding, Mr Tosas - an appointee of the regional government - puts the emphasis on co-operation. The closing forecast of the 1998 financial year shows a fall of 0.89 per cent in total traffic (including ships' supplies and fishing), which

in real terms means some 175,000 tonnes less than the previous year.

Bulk goods - specifically natural gas, potash, and cement - have pushed traffic statistics downwards, for short-term, structural reasons.

Nevertheless, general cargo, which brings in the greatest added value and income to the port, increased by 10 per cent, with a total of 12,899,000 tonnes moved. The port has for the first time ever exceeded the figure of 1m container units (TEUs).

**'I think we all agree that the port plays too big a role in the economic development of the country to let politics interfere'**

in one financial year.

Imports increased by about 8 per cent, with exports experiencing a more modest increase of 2 per cent because of the effects of the Asian crisis. Vehicle traffic showed a significant increase of 22.6 per cent with 640,000 units moved in 1998. The last year also saw a volume of passenger traffic, with the short ferry route to the Balearic islands

experiencing a 16 per cent increase and cruise lines increasing by 32 per cent.

"Our only problem until now has been lack of space," says Mr Tosas. "But with our current 12-year strategic plan we're going to practically double in size and become a Mediterranean leader, competing not just with domestic rivals like Valencia but also with Marseilles and Genoa."

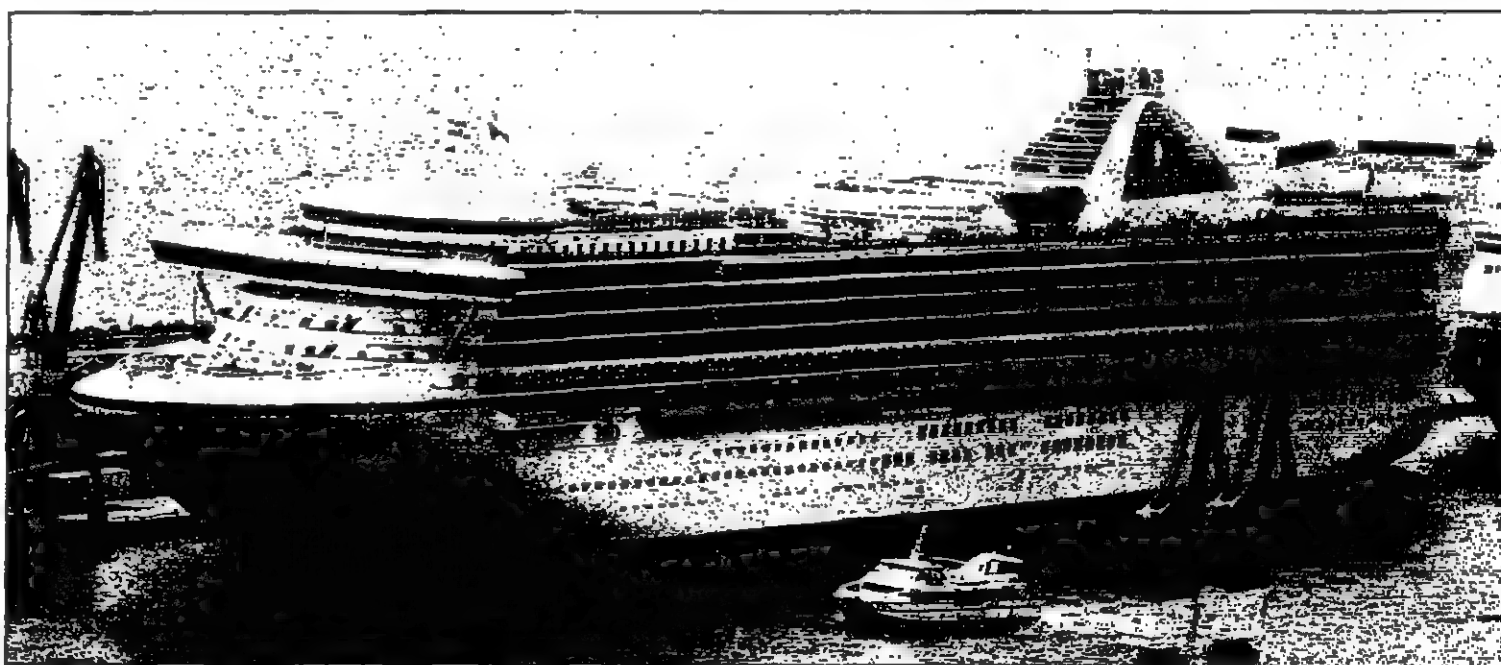
Mr Tosas puts great emphasis on Barcelona's conversion from a coastal traffic and fishing port - which it was in 1986 - to the top Mediterranean intermodal centre by the year 2011, trading with the Magreb, Israel, and the Far East, with particular expansion focused on China.

A key element in the port's development plan is the Delta Plan which changes the course of the Llobregat river at an estimated cost of between Pta400bn and Pta500bn. The plan will allow the port to gain 723ha of additional land, more than doubling its current area of 530ha.

The programmed expansion includes new quays and container, cruise, and multipurpose terminals and, crucially, a new rail station to take advantage of the introduction in 2004 of the European gauge which will mean goods unloaded at the port reaching European destinations faster, and therefore more competitively.

According to Mr Tosas, savings of \$180 per container and three days transit time could be made on cargoes from Asia. Such estimates have fuelled closer co-operation between the ports of Barcelona, Genoa, and Marseilles, in pressing the European Union to invest more in transport infrastructure in southern Europe.

"We want to end the privileged status that northern ports have historically enjoyed partly because they have dominated policy and partly because many of them have been recipients of hidden subsidies," says Mr Tosas.



With the 1992 Olympic Games came a new approach to industry and investment. AP

INFRASTRUCTURE by Tom Burns

## Rival development visions pose a terminal problem

An increasingly bitter argument between the Catalan government and the Barcelona city council is unlikely to be resolved before the summer

The rivalry between the Generalitat, the Catalan government, and the Barcelona city council, which is where most of the region's inhabitants live and which accounts for the bulk of its wealth, is a fact of Catalonia's political life.

It is intensely coloured by the competing ambitions of the Socialist party, which has run the city hall since the first post-Franco municipal elections were held in 1979, and the Catalan nationalists whose evergreen founding father, Mr Jordi Pujol, won control of the restored Generalitat a year later.

In few areas of public policy is the rivalry more visible and the difference of opinion more pronounced than in infrastructure arrangements for the city. The two institutions, whose headquarters appropriately occupy opposing sides of the Plaça San Jaume, in the heart of old Barcelona's gothic quarter, have clashed in the past over the city's metro system and its ring roads.

The start of high-speed train services to Barcelona, which represents the biggest transport development since the city gained a proper airport in 1949, is now building up to become the biggest infrastructure battle to date. Within the next five years the train will link Catalonia to Madrid and to the French

border. At stake is a crucially important issue: where should the high-speed train stop when it reaches Barcelona?

The Generalitat wants the high-speed train station to be built in San Cugat de Valles, a one-time farming village well outside Barcelona's city centre that has transformed itself into an industrial park and one of the favoured sites of high-tech companies investing in the region. A toll motorway and tunnel through the mountain range that presses Barcelona against the Mediterranean has cut travel time between the city centre and San Cugat to 20 minutes.

The city hall does not want a high-speed train station at San Cugat; it is determined that the railway terminal should be within the city's limits. It does not want Barcelona to be bypassed and, more to the point, it wants the high-speed train to be a catalyst for the urban renewal of the city's northern suburbs.

The increasingly bitter stand-off over the alternative locations is unlikely to be resolved one way or the other before the summer, and already it is clear that the two sides are arguing at cross-purposes about different priorities.

The quarrel centres on radically opposed conceptions of how a big infrastruc-

ture development, such as linkage to a high-speed train network, should best be utilised. The cost implications of one option and the other are hugely different and they highlight the disparity of the two platforms that have entered the debate. Should the new infrastructure serve Catalonia as a whole or ought it to primarily benefit Barcelona, the region's powerhouse, and avert the decline of its inner city?

A high-speed train station at San Cugat, skirting Barcelona, comes at a bargain basement price of some Pta30m. Understandably it is the preferred location not just of the Generalitat, which has the larger Catalonia picture in mind and wants the project off the ground as soon as possible, but also of the development ministry in the Madrid central government which will be responsible for financing the high-speed network.

The inner-city location chosen by the Barcelona council would cost at least 15 times more than the San Cugat station and one commonly accepted figure for the eventual bill is Pta50bn. This is because the council wants a multi-functional high-speed train terminal that will be the focal point of an intermodal transport complex.

The city hall's grand plan, called the Sagrera-Sant Andreu plan after the proposed location of the intermodal complex, is to have the bullet train from Madrid entering south Barcelona near the airport, where it will stop, and then continuing underground to resurface near the city's northern limits.

The train's airport stop is vital to the ambition that Barcelona entertains to make the airport the most efficient and attractive hub in the north-western Mediterranean. More than 16m passengers - 1m more than in 1997 - used the airport last year and the rapid increase indicates that it will soon surpass the target of 18m passengers by 2002, the target total in the late 1980s when the airport underwent a big overhaul.

Barcelona's city hall has pressed for, and gained, approval for a third runway at the airport and more passenger terminals by 2004. It views the combination of a large airport, served by a high-speed train and close to an important sea port, as an irresistible combination for passenger and freight transport.

From the airport, the bullet train will travel beneath the city to emerge at the real jewel of the planned infrastructure crown: the Sagrera station, or, as the city hall describes it, the Sagrera intermodal complex. The

complex, currently still on the drawing boards, aims to be a logistics and transport hub that will feed new ring road links and the city's bus and metro services as well as commuter trains and regional train services for other Catalonia destinations.

Barcelona has never done things by halves in the past and the Sagrera-Sant Andreu plan for the high-speed train belongs to the same tradition that used the 1992 Olympic Games and the requirement to house the event's athletes as an excuse to redevelop a swathe of decaying, industrial Barcelona.

The former Olympic village is now totally integrated with Barcelona and has given the city a seafront, beaches and marinas.

If the city's planners have their way, the high-speed train terminal at Sagrera-Sant Andreu, in what is at present an industrial wasteland, will be a rich source of jobs and provide an additional boost to a key neighbourhood of revamped Barcelona. It will be linked to a continuing big redevelopment in the Pobla Nou area that adjoins the gleaming Vila Olímpica.

Nobody can accuse the city council of short-term policies and it is easy to admire its uncompromising awareness of the challenges that will eventually face the inner core of large urban areas if economic activities are allowed to move away to the suburbs.

Maravillas Rojo, Barcelona's deputy mayor and the Sagrera station's most eloquent promoter, says the project has become wholly and utterly necessary from the strategic point of view. "If we don't have an intermodal station where we want it, inside Barcelona, the city's centre will collapse in 50 years time."

**75 MINUTES FROM BARCELONA AIRPORT  
30 KMS FROM CITY OF TARRAGONA**

Large, modern property in own extensive grounds.  
Suitable as residence, local HQ, operations centre.  
This spacious house is highly adaptable for its  
utilization and scope.

Situated in tranquil, scenic spot but near motorways.  
Recreational, golf courses, beaches and health spa.

*No conditions.*

**Price: €318,000**  
Contact Owner at: Telefax +34 977 837 392

150 11/11/99



REBUILDING THE LICEU by David White

## Rap music heralds Puccini's return to opera house

Barcelona's disaster-prone Gran Teatre del Liceu is rising from the ashes to resume its role as an emblematic institution and symbol of social prestige and cultural stature

Rap music blares through the upper reaches of the Gran Teatre del Liceu, Barcelona's opera house.

Faithful to their own choice of accompaniment, builders, upholsterers, decorators and electricians are racing to complete reconstruction by the summer. That will leave three months of trials before an emotion-charged resumption of performances in October.

The Liceu will begin again with the same Puccini opera, *Turandot*, that was being rehearsed when the building was destroyed by fire one late January morning five years ago.

The fire, which gutted the auditorium and stage and brought down the roof, provoked an immediate sentimental response. And now the rebuilt Liceu is set to regain its place as an emblematic institution, a symbol of social prestige and cultural stature, strategically located on the bustling

Rambla, the city's quintessential thoroughfare.

The arts have long been a vital part of Barcelona's claim to international recognition: culture is reckoned to account for about 5 per cent of its economic output and theatre is arguably nowadays its liveliest facet.

Reconstruction of the Liceu has taken a year longer than planned, but has been pursued with determination while Venice's La Fenice, victim of a similar disaster three years ago, remains a ruin.

Barcelona's co-ordinated approach has managed to bypass the political and financial squabbling which has dogged other European opera houses such as London's Covent Garden or the Paris Bastille. It contrasts sharply with the vaudeville saga of delays, arguments and mishaps at Madrid's Teatro Real, which reopened for opera in 1997 after almost 10 years' closure and a long

phase before that when it was used only as a concert hall.

The Liceu, previously under private ownership, has been converted into a publicly-owned theatre run in co-operation with private-sector sponsors. A third of the Pta5bn reconstruction cost is privately funded, with half coming from a combination of local, provincial, regional and central governments and the remainder from insurance companies, who made it a condition of payment that the building should be restored to its former use.

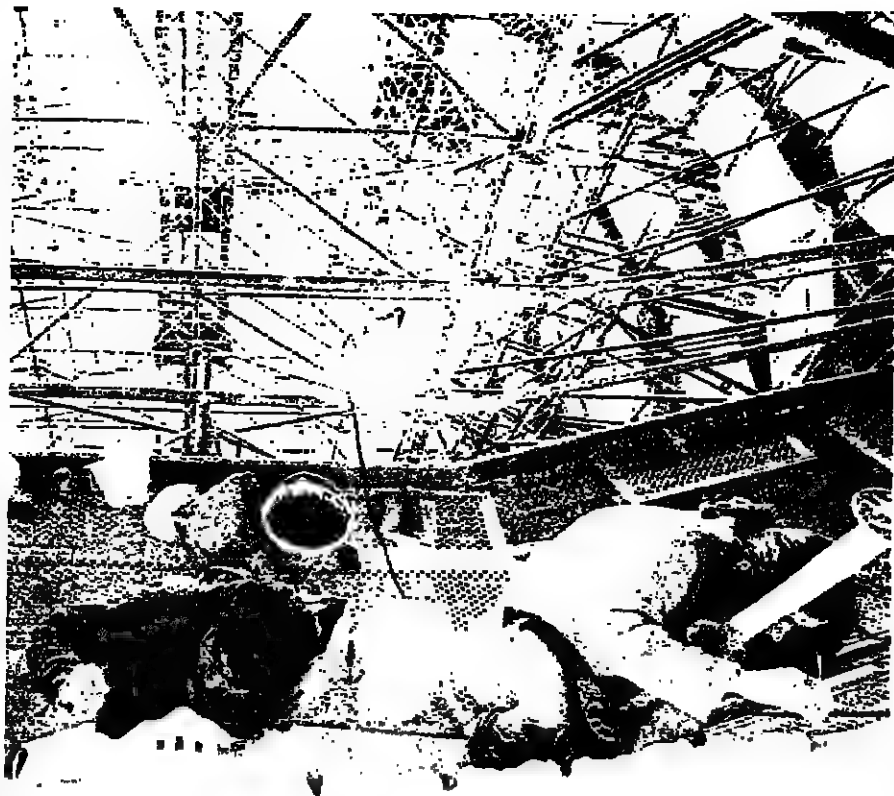
The fire five years ago was not the first catastrophe. Founded by a music school, the Barcelona Philharmonic and Dramatic Lyceum (thence the name), the opera house was inaugurated in 1847. It was wrecked by a first fire in 1861, but managed to open again two years later. Then in 1893 an anarchist bomb killed 20 of the

audience during a performance of *William Tell*.

The Liceu was run by a proprietor company until the 1980s when public authorities took over the management. After the 1994 fire, the shareholders, who still retain seat rights, transferred ownership. More than 30 sponsors including banks, companies and broadcasters were brought in as minority partners in a foundation responsible for rebuilding and running the opera. In return for their contribution, they get publicity and rights to tickets and occasional private use of the premises.

Work, which got under way three years ago, ran into problems when it became necessary to build a deep underground wall to seal off the stage area from water.

Inside, the five-tier theatre is a near-replica of the old Liceu, with the same 2,300 capacity but improvements in lighting, acoustics, broad-



Priority has been given to the public areas during reconstruction of the Liceu

casting facilities, comfort and safety, plus a new foyer and a greatly expanded stage section. The reconstruction involved the purchase of surrounding buildings and demolishing some 100 residents in order to more than double the size of the site.

The stage area, with computerised machinery, will

now occupy most of the site, making the Liceu more like other big European opera houses and enabling it to put on as many as three alternating productions, increasing the number of performances, with different casts and at different prices and times.

"In some respects the

Liceu is already a different theatre," says Josep Caminal, managing director. In the interim, the company has kept up a limited season at other sites, allowing it to lay claim to being Spain's only opera with an unbroken tradition.

Mr Caminal says the revival is marked by "an

obsession for rational management". Targets covering both the budget and the artistic programme have been laid down in a four-year contract. The number of staff is to be limited to 275 including orchestra and chorus, compared with more than 420 at the time of the fire.

The aim is to keep subsidies - currently Pta3.15bn, or 63 per cent of the total annual budget - unchanged, except for inflation adjustments.

The *Turandot* production, by Núria Espert, actress and theatre director with Bertrand de Billy, the Liceu's new French music director, will not be an ambitious one, Mr Caminal admits.

For prudence's sake, few novelties are envisaged in the first year, with a limit of two productions running concurrently. The first season's programme includes eight operas and two ballets, with recitals in November by Montserrat Caballé, Marilyn Horne and Alfredo Kraus. Some midnight performances are planned in an attempt to win young audiences.

A few months ago, the gilt on the balconies could be glimpsed from the street through an opening. Mr Caminal says reconstruction has deliberately given priority to the public areas of the Liceu - to give people visible evidence that they are getting their opera back.



PROFILE  
EL PERIÓDICO DE CATALUNYA

## A calm insight into reality of a bilingual society

In its constant battle to raise the linguistic ceiling, Catalonia's regional government is currently crossing swords with Hollywood moguls over its demand that more box office hits should be dubbed into Catalan, as well as Castilian Spanish.

For an altogether calmer insight into the reality of a bilingual society it is preferable to pick up the two daily issues that are published by Barcelona's best-selling daily newspaper, *El Periódico de Catalunya*.

Launched with a young staff in the post-Franco period when home rule was restored to Catalonia, *El Periódico*'s achievement has been to draw level with *La Vanguardia*, the region's newspaper of record for more than a century and one of Spain's most admired journals.

If it has recently inched ahead of its powerful establishment rival, this is due to a bold editorial initiative that separately addresses both Catalan and Castilian Spanish readers whereas *La Vanguardia* prints only in Castilian.

The credit for this belongs in great part to Antonio Franco, one of *El Periódico*'s founding journalists, who returned to the newspaper as editor in the early 1990s with a brief to narrow the gap on *La Vanguardia*. As he pondered over the challenge, he began to think about his daughter and rapidly came up with his dual edition idea.

His daughter belongs to the second intake of children in the region who started their schooling using Catalan as the educational vehicle.

"She is 25 now and the point is that everyone under the age of 26 here has been taught in Catalan and that includes just about everyone studying journalism in Barcelona," says Mr Franco.

His hunch was that there would be an increasing demand for a Catalan language newspaper among what he calls the "most dynamic sectors of Barcelona, those we find in political, civic and cultural groups".

*El Periódico*'s newsroom was in any case linguistically schizophrenic: "Our editorial meetings and newsroom discussions were mostly conducted in Catalan but we all switched to Castilian Spanish when we got down to writing."

Since October last year, Mr Franco's daughter has been able to read *El Periódico* in Catalan. It is a sister edition, or more properly an identical twin edition, to the newspaper that her father had for some time been editing solely in Castilian Spanish.

Mr Franco says his idea has been vindicated. About 40 per cent of his readers

now buy the Catalan edition of the newspaper and with combined daily sales of the two editions totalling some 220,000 - some 10,000 more than when it was printed only in Spanish - he believes *El Periódico* has edged ahead of *La Vanguardia*.

At Mr Franco's insistence, the Barcelona-based Grupo Zeta, Spain's third-biggest newspaper group, spent about Pta800m developing software that would translate from Castilian Spanish to Catalan for *El Periódico*, the group's flagship newspaper. This has eventually allowed *El Periódico*'s journalists to write their stories in Castilian and, at the push of a word-processor button, have their words switched, into Catalan.

The translations are, however, not perfect and every evening 20 sub-editors who have studied Catalan philology descend on *El Periódico*'s newsroom to give the Catalan edition a final polish. Their task is to ensure that the second version of the newspaper is exactly the same as the first in style as well as in content.

Mr Franco is emphatic about the "sameness" of the two editions. Articles on bullfighting, which Catalans on the whole do not approve of, are printed in the Catalan edition just as reports about castellers, a festive Catalan event which involves young men standing on each other's shoulders to form a human tower, appear in the Castilian edition.

Stylistically, the Catalan edition reproduces the same punchy and crisp writing of the Spanish version. *El Periódico*'s is not the only daily newspaper to be published in Catalan but it is the sole one to have gained what by Spanish standards ranks as a large readership.

Mr Franco says this is because it favours "accessible Catalan, the language that people speak in the streets" over the arcane vernacular of other publications.

The dual versions of *El Periódico* arguably provide the best evidence that Catalan has gained considerable ground in everyday usage on Castilian Spanish in Barcelona, as elsewhere in Catalonia.

This time next year, the newspaper's journalists will be writing in either Catalan or in Castilian, according to their preference, and the software will be able to translate each language into the other.

Mr Franco believes that the readership will soon be evenly split between the two editions, and it is reasonable to expect that, over time, the Catalan version will be the predominant one.

Tom Burns



"We chose Barcelona as a logistical base to distribute our products throughout Europe, America and much of the world. We chose well."

Yoshikazu Hanawa, President of Nissan Motor Co., Ltd.

In the last ten years, more than 2,500 companies from all over the world have chosen Barcelona as their center of operations. No city in the South of Europe can offer a comparable critical mass of economic and logistic activities in so small a territorial ambit. In just 5 kilometres, Barcelona concentrates the port (leader in container traffic in the western Mediterranean), the airport (since 1994, with the greatest growth in Europe), the logistical activities zone, the industrial estates, the exhibition halls and the principal wholesale markets for foods and perishable products. All this, added to the unsurpassable network of connections with Europe and the rest of Spain, makes Barcelona the European city with the greatest growth potential and one of the most ideal for investment and business development. Welcome to Barcelona, Welcome to the hub of Southern Europe.



BARCELONA  
The Southern Gateway to Europe



## BARCELONA 4

URBAN DEVELOPMENT by David White

## Olympic face-lifts brought brighter aspects to city

An entire shoreline sector will soon have been redesigned and Barcelona is once again extending its boundaries

Barcelona's history can be read on its map like the rings on a tree-trunk. The modern city shows the evidence less of continuous change than of intermittent, dramatic transformations.

The 1992 summer Olympics brought the most recent spurt of activity, a surgical facelift which brightened the city's whole physiognomy. A section of Mediterranean waterfront was rescued from oblivion - stretching from the old port, now devoted to leisure activities and a World Trade Centre under completion, to the harbour area built for the Games, where the neglected remnants of a Victorian industrial zone were cleared and Spain's oldest railway line was ripped out to create a new district.

Barcelona, which seemed almost to have forgotten it had a sea front, gained a fresh impetus is now under way to finish the job of opening up the waterfront further to the east.

Many of the projects put in motion for the Olympics were thought about for years but never implemented, says Xavier Casas, deputy mayor responsible for urban development. Plans for ring roads, for instance, had been around since the 1960s. And even then, not all the projects were carried through.

Bold planning initiatives go back a long way. A tongue of land known as Barceloneta next to the old port - a run-down area until recently - was developed in the middle of the 18th cen-

tury to house people made homeless by the building of the Cutadella fort, a symbol of Bourbon dominion.

The fort was later demolished and the site, now a park, used for Barcelona's Universal Exhibition in 1888. By then, radical change was well under way - a new inland city for a burgeoning bourgeoisie invading former military land beyond where the medieval walls used to be.

The building of the Eixample - "extension" - continued until about 1910, on an unrelentingly rectilinear street pattern, mollified by chamfered corners. Engineer Ildefonso Cerdà's design was to Barcelona what Baron Haussmann's boulevards were to Paris.

It is perfectly described by

Australian art critic and writer Robert Hughes in his comprehensive book *Barcelona*: "a grid layout of squares that encloses Barcelona's old city like a walnut in a slab of chocolate."

## 'A grid encloses Barcelona's old city like a walnut in a slab of chocolate'

One part of the Cerdà plan, however, is only now being put into place. A diagonal avenue - called just that, *Avinguda Diagonal* - which slashes across the gridiron pattern was meant to extend to the shore east of the city. Getting this done for 1992 proved too complicated because of

rehousing requirements. But work began last year on a giant \$800m private development in the area by the Houston-based Hines group.

The Diagonal Mar project, extending Barcelona's new Mediterranean frontage, is

Jay Wyper, Hines' general manager in Spain, says 4,000 inquiries have been received even before the project goes on sale.

With plans for Barcelona's Universal Forum of Cultures in 2004 also in hand, this entire shoreline sector will have been redesigned.

The city is once again extending its boundaries, with ambitious schemes to remodel the two rivers which, with the hills behind and the sea in front, make a natural frame: the Llobregat to the west, being diverted to gain more port space, and the Besòs to the east, now more of an open sewer, scheduled for restoration.

This eastern area concentrates the worst aspects of Barcelona, which suffered unplanned growth around

the 1990s as migrants poured in from other Spanish regions. The building of shoddy apartment blocks in the outskirts, often without proper roads, coincided with the impoverishment of some of the oldest quarters.

After long neglect, Mr Casas says about 150,000 of public funds from a range of sources, including European Union grants, has been invested on housing and other facilities in the old city in the past 10 years, including Barcelona's Contemporary Art Museum (Macba).

A council-led venture, *Ciutat Vella*, covering 20 separate projects, is a prime example of the mixed "Barcelona model", based on partnership with banks, tradespeople and service industries.

Apart from conservation of the city's historic core, more drastic rehabilitation has been under way on the other side of the Rambla, the tree-lined avenue at the heart of Barcelona.

This dilapidated Raval district, once densely populated, lost 70 per cent of its inhabitants between 1960 and 1990, becoming a refuge for African and Latin American migrants and a hive of the heroin trade.

In the streets behind the rebuilt Liceu opera house, due to reopen this year, one can still just catch the flavour of what used to be the dark depths of the red light district known as the Chinese Quarter - the remains of a raffish, more secret Barcelona, now changing beyond recognition.



PROFILE FOOTBALL CLUB BARCELONA

## Barça purists ponder the price of success

Anyone doubting the special status that Football Club Barcelona enjoys in the political, cultural, and economic life of the city would need to have been blind over the past year.

The club's centenary celebrations have included a whole range of mass activities from an Olympic-style sporting extravaganza in FC Barcelona's huge Camp Nou stadium (capacity 120,000) to an unprecedented 48-part documentary series devoted to the history of the club on prime time Catalan TV - all with the blessing and encouragement of the local regional government and elected mayor.

As one of the producers of the programme, Eduard Boet puts it: "In many ways the history of the club is inseparable from the history of Catalonia. A great thing about football, though, is that it makes politics accessible to a wider audience." It also makes a lot of money, he could add.

Barça as it is affectionately known locally, was formed in 1898 - the year the Spanish empire lost its last colonial outpost but when Catalan nationalism was poised for a revival.

Founded by a Swiss entrepreneur who had set up home in Barcelona, the club spread from its middle-class beginnings to become a mass movement with an underlying loyalty to the Catalan nationalist cause.

This sense of identity was fuelled during the dictatorship of General Primo de Rivera in the 1920s and later during the Franco years, when the football club survived as one of the few institutions in which Catalans could express their separatism from the rest of Spain.

Democracy has given Catalans cultural, political, and a large measure of economic freedom. But the club is still a bastion of collective sentiment, no

more fanatically expressed than in bruising encounters with Real Madrid.

The rivalry not only has its roots in the past, but is also actively promoted for commercial reasons. Matches between the two represent one of the great events of the international football calendar, followed by dedicated fans around the world, and generating massive TV and sponsorship revenue.

"If Real Madrid did not exist we would have to invent it," Manolo Vazquez Montalban, the Catalan author, has commented.

According to a recent survey of the richest football clubs in the world published by Deloitte & Touche and FourFourTwo magazine, Barça has the edge on its historic rival in financial terms - Barcelona is second, and Real Madrid third in a table topped by the UK's Manchester United. Its annual turnover of £58.9m compares with Manchester United's £87.9m although Barça has managed to remain - as it has been since its foundation - owned by its members.

With average attendances exceeding 75,000, a current membership of 105,000, a loyal TV audience of more than 500,000, and a

## 'The great thing about football though is that it makes politics more accessible to a wider audience'

worldwide network of more than 1,200 fan clubs, Barça is the best supported football club in the world.

Josep Lluís Núñez, the club's president, is world sport's longest surviving top man, having successfully seen off attempts to topple him in membership elections periodically held since he took over in 1978.

Mr Núñez, a construction magnate, replaced a somewhat benevolent if



Barcelona has invested in some of the world's best players including Rivaldo of Brazil

patriarchal style of management with a sharper if more ruthless administration, with the emphasis on maximising the club's economic potential.

In his 20 years in the hot seat, Mr Núñez has presided over a massive expansion of the club membership - it stood at just 77,000 in 1978 - and in its annual revenue.

from Pta817m to Pta14.9bn. Along the way, he has expanded the capacity of the Camp Nou, invested in some of the world's best players and managers - including Maradona, Cruyff, and Ronaldo - and become one of the most powerful figures in the city.

The Barça membership has traditionally taken pride in its ownership of the club, doggedly refusing to be seduced by the stock

exchange claiming that not to do so would risk losing a political and cultural identity to some intangible force. At the same time membership fees and season tickets have traditionally been kept relatively cheap compared to other Spanish clubs, in order to maintain a volume of support that in itself has ensured increasing commercial spin-offs.

The figures speak for themselves. Despite the growth in membership, the percentage of total revenue represented by members' fees and ticket sales has fallen from 87 per cent to 35 per cent since 1978. In recent years the big new source of revenue has been in the form of TV contracts, particularly lucrative whenever the club plays in European competitions, and essential in offsetting the cost of players which in the 1997-98 accounts are put at more than Pta7bn.

"Our strategy is to resist and respond to the increasingly competitive world of international football while preserving our identity

as a club," says Jaume Pares, the club administrator.

The establishment of a semi-charitable foundation through which local private companies and institutions can channel funds to the club's social projects has helped the revenue side, as have a number of sponsorship and merchandising deals.

But the club's most ambitious project remains a Pta40bn project to convert the area surrounding the Camp Nou into a huge theme park and leisure centre to attract more than 7m visitors a year, more than double the number that currently visit the stadium and nearby museum.

Such plans worry the purists among the Barça membership, as does the fact that the team now has more Dutchmen and Brazilians than Catalans. Exactly what the price of success is remains a question that produces divisive debate.

Jimmy Burns

TOURISM by David White

## Change of image has brought fame, fortune

Long gone are the days when Barcelona's hotels were deserted in August. Annual growth of 10-15 per cent is now forecast

Barcelona used to be considered a grey city visited mostly by businessmen, promoting itself mainly as a place for industrial fairs and congresses, avoided by the sun-seekers beating a path to the Mediterranean coast.

But it has undergone a change of image since the 1960s, becoming one of Europe's most popular city destinations and doubling its number of visitors. Last year the visitors spent 7.5m hotel nights there compared with 3.8m in 1990. This year, the figure is expected to be 8m, and half as many again in five years.

"Barcelona is converting itself into a recreational nucleus - but also as a bridge to the rest of the Mediterranean," says Jordi Clos, owner of the stylish five-star Hotel Claris and four other hotels in the city. He recalls when business was mainly Monday to Friday and when August was deserted. "The city wasn't prepared for tourism," he says.

The 1992 Olympics made the difference, bringing fame and a big increase in capacity and facilities. But for three years afterwards, hoteliers could not fill the extra beds, and room rates plummeted. Mr Clos now anticipates growth of 10-15 per cent a year and believes prices will probably remain below those of big-city hotels elsewhere in Europe.

There is now a year-round turnover of visitors wanting to take in Barcelona's culture, museums, architecture, restaurants and "atmosphere".

Promotion is carried out by Turisme de Barcelona, a consortium formed six years ago between the city council and the chamber of commerce. Raimon Martínez Fraile, its general manager, says that unlike similar ventures in a number of other European cities it now largely pays for itself, relying on subsidies for 37 per cent of its budget.

The consortium has made information offices into sources of income through foreign exchange bureaux, hotel reservations and souvenir sales. It charges for its maps. And its tourist bus stops only at sites which are willing to pay for the service.

Those that pay up include the Sagrada Família cathedral - the terraces' nest-like structure which to the puzzle of many Barcelona residents attracts more visitors than other Gaudi buildings - and the football club's museum, which ranks second only to the Picasso museum in popularity.

Barcelona's tourist market is distinct from the rest of



Gaudi's architecture such as Parc Guell is a big drawcard 11

Spain's. Britons and Germans dominate the overall Spanish figures. But Barcelona, which has become the principal Mediterranean cruise centre after Athens, now counts on the US as its chief source of foreign visitors. Russians, Japanese and Brazilians have also figured prominently - at least until all three countries were stricken by financial turmoil.

As well as maintaining its congress business, Barcelona has made a specialty of company staff incentive programmes. Mr Martínez Fraile says the euro will make its price advantage transparent against rivals such as Vienna and Amsterdam. "We are absolutely competitive," he says.

Barceloneta next to the old port - a run-down area until recently - was developed in the middle of the 18th century to house people made homeless by the building of the Cutadella fort, a symbol of Bourbon dominion.

The fort was later demolished and the site, now a park, used for Barcelona's Universal Exhibition in 1888. By then, radical change was well under way - a new inland city for a burgeoning bourgeoisie invading former military land beyond where the medieval walls used to be.

The building of the Eixample - "extension" - continued until about 1910, on an unrelentingly rectilinear street pattern, mollified by chamfered corners. Engineer Ildefonso Cerdà's design was to Barcelona what Baron Haussmann's boulevards were to Paris.

It is perfectly described by Australian art critic and writer Robert Hughes in his comprehensive book *Barcelona*: "a grid layout of squares that encloses Barcelona's old city like a walnut in a slab of chocolate."

One part of the Cerdà plan, however, is only now being put into place. A diagonal avenue - called just that, *Avinguda Diagonal* - which slashes across the gridiron pattern was meant to extend to the shore east of the city. Getting this done for 1992 proved too complicated because of

rehousing requirements. But work began last year on a giant \$800m private development in the area by the Houston-based Hines group.

The Diagonal Mar project, extending Barcelona's new Mediterranean frontage, is

Jay Wyper, Hines' general manager in Spain, says 4,000 inquiries have been received even before the project goes on sale.

With plans for Barcelona's Universal Forum of Cultures in 2004 also in hand, this entire shoreline sector will have been redesigned.

The city is once again extending its boundaries, with ambitious schemes to remodel the two rivers which, with the hills behind and the sea in front, make a natural frame: the Llobregat to the west, being diverted to gain more port space, and the Besòs to the east, now more of an open sewer, scheduled for restoration.

This eastern area concentrates the worst aspects of Barcelona, which suffered unplanned growth around

the 1990s as migrants poured in from other Spanish regions. The building of shoddy apartment blocks in the outskirts, often without proper roads, coincided with the impoverishment of some of the oldest quarters.

After long neglect, Mr Casas says about 150,000 of public funds from a range of sources, including European Union grants, has been invested on housing and other facilities in the old city in the past 10 years, including Barcelona's Contemporary Art Museum (Macba).

A council-led venture, *Ciutat Vella*, covering 20 separate projects, is a prime example of the mixed "Barcelona model", based on partnership with banks, tradespeople and service industries.

Apart from conservation of the city's historic core, more drastic rehabilitation has been under way on the other side of the Rambla, the tree-lined avenue at the heart of Barcelona.

This dilapidated Raval district, once densely populated, lost 70 per cent of its inhabitants between 1960 and 1990, becoming a refuge for African and Latin American migrants and a hive of the heroin trade.

In the streets behind the rebuilt Liceu opera house, due to reopen this year, one can still just catch the flavour of what used to be the dark depths of the red light district known as the Chinese Quarter - the remains of a raffish, more secret Barcelona, now changing beyond recognition.

## Begin your international career at ESADE Barcelona

If you want to start building a successful international career, you must be making your first big decision. The ESADE Full Time International MBA programme can be your best investment towards a successful business career.

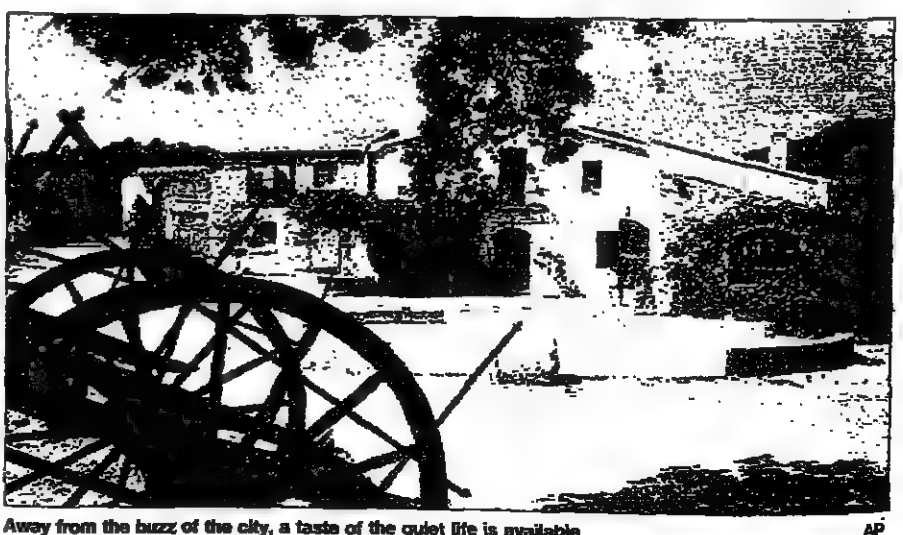
- A higher salary after graduation means you can pay back your investment in three years.
- Over 20 years in the market, ESADE has created close ongoing contacts with leading recruiters, many of which are corporate partners.
- Attracting students from all over the world and with exchange agreements with prominent management schools around the globe.
- An international network of over 100 alumni living and working in 50 countries, gives you valuable business contacts.
- The full-time MBA programme enables you to gain studying and work in English and earn \$20,000 per year. Moreover you can also learn other languages in the ESADE language school.
- The two-year programme is scheduled in two nine-month periods, fully accredited by AMBA and EFMD with the EQUIS quality label.

For more information call now and ask for our brochure or visit our website.

**ESADE**  
Escuela Superior de Administración y Dirección de Empresas

**ESADE Barcelona**  
MBA Full Time  
4, Pedralbes, 64  
08035 Barcelona  
Spain

Tel: +34 93 280 91 95  
Fax: +34 93 495 26 77  
e-mail: info@esade.es  
www.esade.es



Away from the buzz of the city, a taste of the quiet life is available

## FINANCIAL TIMES SURVEYS

## GENERAL INFORMATION

FT Surveys  
Number One Southwark Bridge  
London SE1 8HL  
Tel: +44 (0) 171 873 4090  
Fax: +44 (0) 171 873 3197; e-mail: FT.Surveys@FT.com

## SURVEYS PROGRAMME AND INDEX

For details of forthcoming surveys or a list of past surveys, consult the FT Web site <http://www.FT.com/newspaper/services.htm>.  
Customer service is available in the event of website difficulties on +44 (0)171 873 4848.  
Alternatively, you may call the FT Fax-U-Back service.  
Forthcoming surveys programme: 0990 209 908.  
Past surveys index: 0990 209 907.  
Callers outside the UK dial exit code +44 990 209 908. Ensure your fax is in polling mode. Users with a handset on their fax machine should dial the Fax-U-Back number and press Start when instructed. Otherwise, dial direct from the fax keyboard, then key Start.  
In the event of problems call +44 (0)171 873 4378.

Handwritten signature: J. M. 11/50



# PUERTO RICO

THURSDAY MARCH 11 1999

## Still struggling to define itself

The electorate's rejection last December of the administration's plans to seek full US statehood has left the territory's future status still open to debate. The focus now is on reforms aimed at expanding the service sector. **Richard Lapper and Canute James report**

Visitors to Puerto Rico are often surprised when they are welcomed to "the United States." Just over 100 years since it was ceded by Spain to the US, Puerto Rico is still struggling to define itself.

Last December, a majority of the island's predominantly Spanish-speaking electorate rejected plans to opt for full US statehood. Other options - including full independence - were even less popular, effectively leaving intact the island's "commonwealth" status - under which Puerto Ricans retain their US citizenship, enjoy their Latin American cultural identity but have only limited control over their own affairs.

The referendum was a setback for Pedro Rosselló, the governor, and his Partido Nuevo Progresista (PNP) administration. The governor had promoted statehood as a key element of his programme of economic diversification and modernisation since his election in 1992. Mr Rosselló says statehood - which would also need to overcome strong opposition in the US Congress - is required if the island is to "reach its full potential," reducing the gap in living standards which still separates it from the poorest US states.

"I believe our development is hindered by not being able to compete with the rest of

the US. Historically, every territory that has become a state has markedly improved its economic parameters," he said. Taking encouragement from the fact that more Puerto Ricans voted for statehood than any other constitutional option, Mr Rosselló vows to press ahead with the campaign.

Puerto Rican debate about political status, always passionate if not convincing, tends to ignore the apparent lack of interest of US legislators who will be the ones to ultimately decide any change in the island's ties with the mainland.

Advocates of the status quo and of political independence contend that the island is a Latin American country, and that US congressmen do not want it as a state. Congressmen may want the issue to die; Puerto Rico's politicians intend to keep it alive.

The debate has led Puerto Rico to reduce once growing ties with its neighbours and concentrate only on the nature of its links with the US mainland. Unable to carry out its own foreign policy, Puerto Rico cannot fulfil the Caribbean destiny which was conceived by some of its leaders when its drive for industrialisation started about 50 years ago.

The island's participation in regional organisations involved in tourism, trade

and development finance has to be approved by Washington. With Cuba increasingly being involved in these regional organisations, Washington prevents Puerto Rico's participation.

In the meantime, however, Mr Rosselló will continue to develop a programme of ambitious economic reforms.

The expected US decision three years ago to phase out over 10 years Section 936 of the US Internal Revenue Code, under which US companies investing in Puerto Rico did not pay tax on profits left in the island, has made necessary a change in the economic strategy, which has guided Puerto Rican development since the late 1940s. But government officials say that the longer-term decline in the productivity of the island's manufacturing base and the associated trend towards slower economic growth in the 1980s and 1990s would have made a change of policy necessary in any case.

The new policy is designed to increase the relative importance of the service sector, extend Puerto Rico's trade and investment ties, especially in Europe and Latin America, and increase the amount of high technology manufacturing on the island.

A new programme of tax incentives - launched early

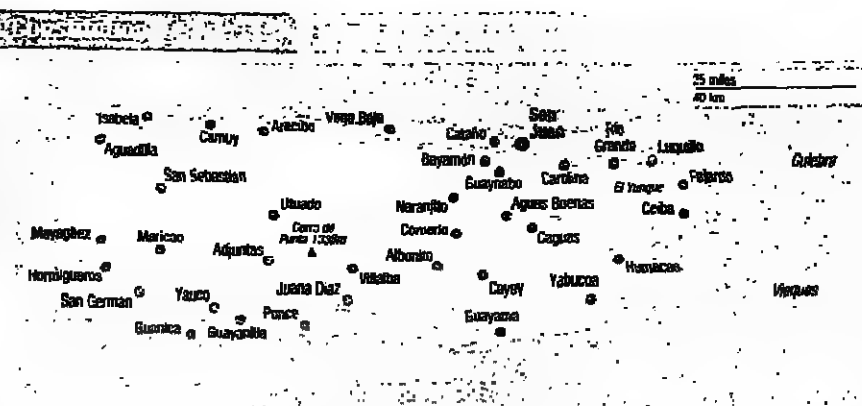
**Area:** 8,897 sq km  
**Language:** Spanish and English  
**Currency:** US dollar  
**Population:** 3.5 million (1998 estimate)  
**Main towns & population (mid 1998)**  
San Juan (capital) 434,000  
Bayamón 232,000  
Ponce 180,000  
Carolina 188,000



**Constitution**  
• Official name: Commonwealth of Puerto Rico  
• Form of government: US-style representative system  
• Head of state: Elected governor, currently Pedro J. Rosselló  
• The executive: A governor is elected every four years and appoints, with the approval of the Legislative Assembly, secretaries of departments to administer executive power  
• National legislature: Bicameral Legislative Assembly; the Senate has 27 members, two for each of the eight districts and 11 elected from the Commonwealth as a whole; the House of Representatives has 51 members, one for each of the 40 representative districts and 11 from the Commonwealth as a whole

**Political parties**  
• PNP: Partido Nuevo Progresista (New Progressive Party)  
• PPD: Partido Popular Democrático (Popular Democratic Party)  
• PIP: Partido Independiente (Independent Party)  
• PUSC: Partido Unión Social Cristiana (Christian Social Union Party)  
• PUSC: Partido Unión Social Cristiana (Christian Social Union Party)

**Source:** Puerto Rico government; Economic Intelligence Unit



	1997	1998	1999 forecast
<b>Economic summary</b>			
Total GNP (\$bn)	32.1	34.1	36.3
Real GNP growth (annual % change)	3.2	2.5	2.8
GNP per head (\$)	6,534	6,987	6,485
Inflation (annual % change in CPI)	5.5	3.9	4.2
Unemployment rate (% of workforce)	13.1	13.1	13.2
Merchandise exports (\$bn)	23.9	30.3	n/a
Merchandise imports (\$bn)	27.8	27.8	n/a
Trade balance (\$bn)	2.5	2.5	n/a
Tourist arrivals (million)	3.2	3.4	3.7
Tourist spending (\$bn)	1.8	2.0	2.2
Hotel occupancy rate (%)	73.3	72.5	71.8
Main trading partners (share of total trade to world 1998/97)			
US mainland	65.5	65.5	65.5
Dominican Republic	3.0	3.0	3.0
Japan	1.0	1.0	1.0
Exports	5.5	5.5	5.5
Imports	4.1	4.1	4.1

**Source:** Puerto Rico government; Economic Intelligence Unit

**At the same time, the government also aims to develop its health care sector around the newly privatised network of clinics and hospitals, as well as areas such as biotechnology.**

At the same time, the government also aims to develop its health care sector around the newly privatised network of clinics and hospitals, as well as areas such as biotechnology. José Villamil of Estudios Técnicos, economic analysts, says the fact that US regulatory standards apply in these areas "gives us an edge in terms of clinical testing".

Carlos Vivoni, secretary for economic development, says the new strategy could have the same impact as "Operation Bootstrap", the tax incentive and government promotion programme introduced in the late 1940s that succeeded in industrialising an economy hitherto dominated by export agriculture. "We are undergoing our second major transformation, moving from an industrial to a knowledge-based economy."

The new policy has not been entirely successful. The government downplays the effect of the removal of Section 936, but jobs have been lost in manufacturing - mainly in the labour-intensive clothing sector.

Opposition politicians say that Mr Rosselló should have done more to preserve the Section 936 tax benefits and say that little has been achieved in terms of diversification of the economy.

On the other hand, Mr

Rosselló can boast some impressive successes. The expansion of the tourism sector has been noteworthy with Puerto Rico now beginning to challenge established industry leaders in the Caribbean such as the Bahamas, and the Dominican Republic.

There is significant work being done to improve infrastructure services. The island's chronic water supply problems should end in about four years, following the privatisation of the management of the water company, while investments by several private power companies have removed fears of an electricity short-

age. Telecommunications and transport are also being expanded. It is still too early to judge the impact of the \$2.1bn privatisation of the Puerto Rico Telephone Company last year, but shipping costs are said to have fallen by about a fifth since the privatisation of Navieras, the state-owned shipping company.

Although there is no sign that the pharmaceuticals companies that increasingly use Puerto Rico as a manufacturing base are rushing to conduct research and development on the island, one growing local company - Mova - has begun to do so.

"At this point it is too early to know what the long-term impact of the changes will be, but you couldn't continue with the old system," says Mr Villamil. "The new economic policy has identified the areas in which Puerto Rico had to become more viable. It has not been successful in motivating higher rates of growth but it has shifted attention to things that need doing. Its success has been in shifting the way the government and the private sector look at the economy. This has made a major difference. As Mr Vivoni concedes, change will not happen overnight. "Operation Bootstrap" took a good decade or two to happen."

**PUERTO RICO**

*The Governor of Puerto Rico*

**PUERTO RICO, USA** blends a storied past with a bright future. Our New Economic Model is synergizing all of the following:

- a highly-skilled, well-educated, bilingual/bicultural work force;
- a business-friendly government determined to facilitate corporate initiative;
- a multi-billion-dollar investment in state-of-the-art infrastructure;
- an outward-looking, export-oriented commercial philosophy.

Vision, dedication and harmonious collaboration between our public and private sectors have converted the United States' Island of Enchantment into the high-tech hub of the Caribbean - a pacesetter in manufacturing, finance, communications, transportation and a host of other cutting-edge industries. In this era of Western Hemisphere economic integration, Puerto Rico is fast becoming a true *Bridge of the Americas*.

In my 1993 inaugural address, I outlined the scope and dimensions of a *New Beginning*. "It can be done," I affirmed, "and it *will* be done." Well, so it has. *We the People of Puerto Rico* have since effected the sweeping transformation that is summarized within these pages. We have empowered our entrepreneurs and workers alike, through such ambitious ventures as...

- **Education reform**, that has introduced community schools and a voucher system; **health care reform**, that has brought private insurance protection to the medically indigent; an innovative and relentless **crackdown on violent crime**, that has enhanced the quality of life for all.
- **Income tax reductions** averaging 20%, coupled with the enactment of superb **incentives** for industrial activities ranging from research-and-development to tourism.
- Upwards of \$10-billion being utilized for the construction or improvement of roads, seaports, airports, schools, mass-transit, basic utilities, a world-class convention-center complex and other vital elements of **infrastructure**.
- A **privatization** program that will soon have eliminated costly, cumbersome government competition with the business community through the sale of publicly-owned properties that run the gamut from hospitals, hotels and a telephone monopoly to an ocean-cargo line and a variety of agricultural enterprises.

Yes, a *New Beginning* has triumphantly evolved into an unshakable *Commitment to Tomorrow*, as *We the People of Puerto Rico* accelerate our preparation for permanent preeminence in the 21st century.

Sincerely,  
*Pedro Rosselló*  
Pedro Rosselló



## PUERTO RICO 2

TRADE BRIDGE by Canute James

## Proposal is regarded as a challenge and opportunity

Puerto Rico is hoping to transform itself into a 'trade bridge' between North and South America, and between the Americas and Europe.

The proposed Free Trade Area of the Americas, to be created in 2005, is regarded by Puerto Rico's administrators as both a challenge and an opportunity. The island will face competition for markets in the US from the members of the free trade area, many of which could be more competitive because of lower production costs. Carlos Vivoni, secretary of state for economic development and commerce, prefers to see this as a chance for

the island to play a key economic role. "There are 34 countries which will create the Free Trade Area of the Americas in 2005, and this will create an opportunity for Puerto Rico," he said. With \$3bn being spent on improvements to its infrastructure, Puerto Rico is hoping to transform itself into a "trade bridge" between North and South America, and between the Americas and Europe. The island's ports and airports

are being improved, and officials say that with its geographical location, the island will be a natural hub for trade in goods and services between North and South America. Puerto Rico's administration has opened offices in several Latin American countries, including Brazil, Argentina and Mexico in an effort to attract business. "Puerto Rico can be important in the development of trade in the hemisphere not

only because it has the infrastructure and the transportation links, but also both Spanish and English, which are the two most widely used languages in the hemisphere," Mr Vivoni said. The Free Trade Area of the Americas will be a trade bloc with 800m people and with commerce valued at about \$10,000bn. Mr Vivoni said that the government's efforts to diversify the economy, reducing dependence

on manufacturing, and developing a range of services, will allow Puerto Rico to take advantage of all sectors of the expanded hemisphere market. Anibal Acevedo Vilá, president of the opposition Popular Democratic party, agreed that the island had several advantages in trying to position itself as a commercial centre in the Americas. "Puerto Rico can be a trade hub in the Americas, although we have lost some

momentum in achieving this. Latin America can do business here because Spanish is spoken, and the island can make much of the fact that it is not part of the US tax structure." The island will face competition in this drive to be the centre of hemispheric trade, said José Villamil, one of Puerto Rico's leading economists. Its location is not the most appropriate in terms of shipping between North and

South America, and it has already lost some advantage to other centres such as Miami. "But this island can be a key hub in the development of regional services such as health, construction and financial services, but not in transshipment," Mr Villamil suggested. The government does not see Puerto Rico attempting to displace existing trade centres such as Miami, but instead making use of

increased trade in the hemisphere, explained Mr Vivoni. "Other locations such as Miami are operating at full capacity, and incremental business will have to find other locations," he said. "The plan is not to displace other gateways, but to make use of an increase in trade between North America and South America. We have very good communications by sea and air to both North America and South America."

THE ECONOMY by Richard Lapper

## Recovering from Georges

There have even been suggestions that the economy might benefit from last year's hurricane

Many of its neighbours in the Caribbean and Central America were devastated last year by powerful hurricanes. But Puerto Rico is recovering rapidly from Hurricane Georges - the worst disaster in its modern history. Four months after 110mph winds tore through the centre of the island, the effects are barely noticeable.

The El Yunque rainforest which was turned brown after the disaster "is now lush and green", says Pedro Rosselló, the governor. He says: "There has been a fast turnover by nature. The recovery has been fast and in some respects remarkable. Essentially, everything is back to normal and in some cases super-normal levels."

Puerto Rico's resilience reflects both the growing sophistication of its economy and its close relationship with the US. The island's agricultural sector - like that of the Dominican Republic, Nicaragua and Honduras - was badly disrupted by the hurricane, with losses amounting to \$300m.

But although farming is still the dominant economic activity in much of the region it accounts for only 1 per cent of gross domestic

output in Puerto Rico. Roads and bridges were destroyed and tourism was hit. But the extent of the damage there pales in comparison with that caused by Hurricane Mitch in Honduras.

"There was damage to infrastructure but nothing that impaired people's ability to travel round the island," says Carlos Vivoni, secretary for economic development and commerce. And recovery has been rapid.

Although the winds damaged power lines and left Puerto Rico without electricity, two-thirds of the electricity system was working within two days of the storm.

Although 40 per cent of hotel rooms were damaged by the hurricane, most had been repaired by the beginning of this year, with the sector functioning at 90 per cent of capacity.

Manufacturing - which now accounts for some 40 per cent of gross domestic product - was largely unaffected.

"There was some damage to roofs and fences," says Carlos Vivoni, "but machinery and equipment were basically unaffected and that allowed for a quick start-up of production once electric-

ity supplies were restored." In addition, the relatively high level of insurance coverage and access to help from US federal agencies has meant that capital to fund reconstruction has been flooding into the island.

Puerto Rico can draw on support from four federal agencies - the Federal Emergency Management Agency, the Small Business Admini-

**Increased activity in construction could boost growth to as much as 3.5%**

tration, the Department of Agriculture and the Department of Housing and Urban Development.

Insurance and reinsurance is expected to cover up to \$1.7bn of the island's losses.

Indeed, there have been suggestions that the hurricane could actually benefit the economy: increased activity in construction could boost growth to as much as 3.5 per cent in the

fiscal year to June 30, 1999, compared to an estimated 3.1 per cent last year.

Last year, construction expanded by 15.6 per cent, partly as a product of ambitious government-financed schemes.

Mr Vivoni suggests that reconstruction activity could cushion any negative effects stemming from a possible slowdown in the US.

Before the hurricane struck, the government had expected growth to slow to between 2.5 per cent and 2.9 per cent.

In any event, low US interest rates and cheap oil will also help Puerto Rico this year. Because Puerto Rico's electricity generators are all oil-fuelled, the country is particularly well placed to benefit from the fall in the international oil price.

The ease with which Puerto Rico has recovered from the hurricane has allowed the government to quickly refocus on its longer-term plans to diversify the economy away from relatively low-tech manufacturing towards a much broader base of high-tech and services.

The elimination of the US Inland Revenue service's Section 936 - which allowed

US corporations investing in Puerto Rico not to pay tax on profits left on the island - is one of the factors that stimulated Governor Rosselló to introduce a new policy.

In addition, though, there was increasing official concern about the slowdown in the rate of growth from an average of 6 per cent in the 1980s and 1990s to only about 2-3 per cent during the 1990s.

Already, there are some signs that manufacturers are leaving the island as a result of the end of the tax incentive.

Some 9,000 jobs have been lost in the garments sector since the early 1990s.

But new tax incentives were introduced early in 1998 and there are signs that the island is attracting some new European investments.

Jaime Morgan-Stubbe, executive director of the Puerto Rico Industrial Development Company, says that at least 2,000 new jobs were created last year as a result of new investments. He says he is in negotiations concerning a further 12 developments which could bring between \$500m and \$800m in new investment to the island.

Puerto Rico's labour stability, as well as low labour costs, is an attraction for European investors, says Mr Morgan-Stubbe. Only about 6 per cent of the labour force are members of trade unions, compared with 30 per cent in the 1970s. "This is attractive to European companies who have become used to hyperactive unions," he says.

BEYOND SECTION 936 by Canute James

## New regime to target mainland companies

A fresh tax structure aims to attract businesses and encourage existing investors to expand

The decision of the US government to phase out the tax incentives which attracted mainland companies to Puerto Rico, and which stimulated rapid expansion of manufacturing, has led the island's administration to implement a new corporate tax regime aimed at retaining such companies and attracting new ones.

The incentives under Section 936 of the Internal Revenue Code helped to transform Puerto Rico into a manufacturing economy, but over 10 years to 2006 Washington is reducing the benefits which allowed income tax and wage credits for subsidiaries of US companies operating in the island. Interest earned on income is also tax-free. These funds, amounting to several billion dollars, have underwritten the island's financial stability and the incentives attracted hundreds of companies, particularly in pharmaceuticals and electronics.

"This is an economy in transition as we cannot depend any more solely on admittedly successful manufacturing," said Pedro Rosselló, the governor. "Future growth for Puerto Rico is not in manufacturing, but in services." The new regime is reducing corporate taxes in an effort to stimulate the economy by encouraging investment in research and development, job training and upgrading of operations, facilities or machinery. Cor-

porate tax for qualified businesses has been cut from 14.5 per cent to 7 per cent. Further reductions to as low as 2 per cent are offered, depending on the number of jobs created and the investment being made. Taxes on distributed dividends have been eliminated and companies can now enjoy a 200 per cent deduction for research and development and job training costs. Government officials say they expect the new incentives to double the pace of economic growth from the current average rate of about 3.5 per cent a year.

The new regime also favours traditional labour-intensive industries such as textiles, clothing, leather goods and fish canning. These qualify for a maximum 4 per cent tax rate, which can be further reduced to 2 per cent.

The new tax structure is already attracting businesses and encouraging existing investors to expand, says Jaime Morgan-Stubbe, executive director of the Puerto Rico Industrial Development Company. "There has been some expansion in manufacturing since the start of the phase-out of Section 936. There have been several major investments and expansion. Three of these are valued at \$400m. There are 12 others in the pipeline with a combined value of between \$500m and \$800m." Anibal Acevedo Vilá, pres-

ident of the opposition Popular Democratic party, is not convinced that the changes expected from the new incentives will bring the economic rewards which the government is anticipating. Encouraging the expansion of services is good, he says, but the new arrangements cannot make up for losses suffered with the start of the phase-out of the benefits from Section 936.

"The new arrangements cannot replace the value of manufacturing to the economy. In the economic reality of Puerto Rico, services will never make up for jobs lost in manufacturing. There is need for diversification, but not at the expense of manufacturing," argues Mr Acevedo Vilá.

José Villamil, one of the island's leading economists, says: "The new tax regime can compensate for any losses from Section 936. But it will take a few years for the new measures to be reflected in economic performance."

"One positive element in the new regime is that it gives rewards for research and development."

The longer-term purpose of the new incentives is to prepare Puerto Rico for competition from other regional economies which are targeting the US, such as Mexico. "Countries like Mexico are improving their industrial infrastructure and there are new areas being identified for Puerto Rico which we need to exploit," said Mr Morgan-Stubbe. "These incentives are the foundation for staying ahead."

BANKING by Richard Lapper

## Deregulation paves the way for rapid expansion

The end of Section 936 incentives, far from being a disaster, looks like being a relatively smooth transition

The abolition of the tax incentives that have persuaded some of the United States' biggest corporations to leave their profits in Puerto Rico could have proved disastrous to the island's financial system. But Puerto Rican banks have not only survived the end of so-called Section 936, they are prospering as never before.

Deregulation and the adoption of new technologies, combined with a wave of mergers and acquisitions in the sector, have paved the way for rapid expansion, with growth of the domestic deposit base and new funding on the capital markets more than making up for the gradual decline in the 936 deposits.

"Some people predicted a meltdown in 1996 but that was utterly absurd," says Joseph O'Neill, the commissioner of financial institutions. "It is going to be a relatively smooth transition."

Under 936, US corporations operating in Puerto Rico were exempted from paying tax on profits earned on the island. In addition once money was deposited in the local financial system, any interest earnings were also free from federal tax, under a provision known as qualified possession source investment income (qpsii).

Even though such deposits typically earned interest at a rate of about a fifth of a percentage point below the London Inter-Bank Borrowing Rate (Libor), the incentive was enough to swell bank liquidity, with so-called 936

funds in the commercial banking system amounting to \$5.3bn in 1994. Since then, these deposits have shrunk by about \$2.2bn and are expected to decline further. But at the same time, overall bank deposits have grown.

According to the commission, commercial bank deposits reached about \$25.8bn at the end of September last year (the latest date for which figures are available), compared to \$22.4bn in June 1994. Bank assets have also continued to expand, reaching \$38.7bn at the end of September 1997, and bank profitability has also risen, with net income (profits) rising by \$330.2m in June 1997, compared to \$293.3m in June 1996 and \$251.6m in June 1995.

The steady expansion in Puerto Rico's economy is one explanation. Since the 1980s, the island's economy has been growing at a slower pace than in the 1960s and 1970s. Even so, growth in the past five years has been slightly faster than that of the mainland US economy.

Low interest rates - Puerto Rican rates are essentially the same as in the US - have also helped, encouraging borrowing by both retail and commercial customers. Last year, for example, new commercial and residential mortgage loans increased to \$3.8bn by the end of September, compared to \$3.2bn for the whole of 1997.

New local tax incentives - introduced at the beginning of last year - and a new federal incentive known as

Section 30 due to expire in 2005 - have partly compensated for the loss of the 936 provision.

In addition, financial deregulation and a wave of consolidation in the industry has improved operating conditions. The island's authorities have introduced a new, more streamlined, supervisory framework that increases the minimum capital requirements for banks operating on the island but at the same time gives bank management and directors more room to manoeuvre.

New rules designed to strengthen the local capital market increase the range of financial assets available to banks.

Partly as a result of fresh competitive pressures unleashed by deregulation, a

number of banks have sought to grow through acquisition.

Banco Bilbao Vizcaya (BBV) and Banco Santander of Spain have been particularly active, while the locally owned Banco Popular has made a number of purchases. During 1996, Santander bought the local operations of Banco Central Hispano, another Spanish bank (with which it has subsequently merged).

Last year, BBV bought Ponce Bank and has taken over the business of Chase Manhattan, which closed its Puerto Rican operations last October. Banco Popular alone controls more than 96 per cent of total deposits, while between them the top four banks control more than 60 per cent of deposits.

FINANCIAL TIMES  
**WORLD INSURANCE**

Try the FT World Insurance Report  
FREE for two Issues with absolutely no RISK or OBLIGATION.

**Free Trial Offer**

## Your non-life depends on it



FINANCIAL TIMES  
Business

Every fortnight let our unparalleled global network of correspondents deliver up-to-the-minute news and analysis direct to your desk, including:

- The latest developments in individual markets
- Legal and regulatory changes
- Potential business and investment opportunities
- Competitors' activities and financial status

**2 free issues**

Reply today and receive 2 free issues of FT World Insurance Report without obligation. Please return this form by post or fax on +44 171 896 2274. Alternatively call our Customer Services team on +44 171 896 2279, quoting reference 26039A.

☒ **YES** Please start my trial subscription to FT World Insurance Report. I understand that during the free trial period you will invoice me for a year's subscription (25 issues) at the normal rate of £795 UK or £810/US\$1375/€1165 Overseas. If I decide not to subscribe, I simply write cancel on the invoice and return it in the envelope provided.

NAME \_\_\_\_\_ JOB TITLE \_\_\_\_\_ 26039A  
ORGANISATION \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
POSTCODE \_\_\_\_\_ COUNTRY \_\_\_\_\_  
TEL \_\_\_\_\_ FAX \_\_\_\_\_  
EMAIL \_\_\_\_\_  
NATURE OF BUSINESS \_\_\_\_\_

Please return to: FT Business Customer Services, Maple House, 149 Tottenham Court Road, London W1P 9LL, UK

Financial Times Surveys

## Bermuda

Monday May 24

For further information please contact:

Janeth Harvey in New York  
Tel: +1 212 745 1346  
Fax: +1 212 688 8229  
Email: janeth.harvey@FT.com

or Robert Jagger  
Tel: +1 242 327 3796  
Fax: +1 242 327 3416

FINANCIAL TIMES  
No FT, no comment.

JP 11/10/150



INFRASTRUCTURE by Canute James

## Widespread spending will address years of neglect

Water, power, public transport, ports, airports and roads are all being upgraded



Privatisation receipts will repair the damage to infrastructure AP

Puerto Ricans are about to get relief from a painful and perennial problem: a shortage of water.

For long periods in recent summers, hundreds of thousands of people have had to do without water for long periods. The chronic shortage often leads to rationing in many areas. Now relief is coming from two sources.

First, the management of the Aqueduct and Sewer Authority (Prasa) is being privatised this month, promising improved services for the company's clients. And secondly, the island's water management system is being improved as part of a programme costing billions of dollars to upgrade all of Puerto Rico's infrastructure.

The improvements to the water system are being made with money which the

government is getting from the privatisation of the telephone company.

The island has a deficit of 25m gallons a day, but the work which is being done on the water system is expected to lead to a daily surplus of 15m gallons by 2002, with another 15m gallons a day available by 2004.

Prasa operations are being managed under a three-year \$375m contract by Professional Services Group, a subsidiary of Générale des Eaux of France which is owned by the Vivendi Group with headquarters in Paris. PSG says it will operate Prasa as a private company, and hopes to reduce the volume of consumer complaints about poor service which has been the bane of Prasa.

The island's north coast, including San Juan, the capital, will benefit from the construction of a "super aqueduct" with a main line and distribution systems which could cost about \$800m.

Thames-Dick Super Aqueduct Partners, a consortium of Thames Water International of London, and Dick Corporation of Pittsburgh, US, is constructing a 40-mile aqueduct on the north coast, costing \$345m. This should be completed by the middle of this year, and the government's Infrastructure Financing Authority (Afi) will finance the completion of distribution systems.

The San Juan area of the north coast will also benefit from the dredging of Lake Carraízo, the main source of water for the area. About \$60m is being spent to remove 5.5m cu m of sediment from the lake, to

increase its capacity. Improving water supplies appears to be the most urgent aspect of the \$3bn which was spent last year to improve Puerto Rico's infrastructure, all of which is being overseen Afi. Improvements are also under way on electricity, public transport, airports, seaports and roads.

"The concentration on infrastructure follows several years of neglect," said José Villamil, one of the island's leading economists. "There have been concerns about water and power, and other areas of infrastructure which need help, such as the port of San Juan."

The Electric Power Authority is spending \$1.9bn over the next four years to significantly improve generating, transmission and distribution infrastructure to



Preparing for the worst: San Juan residents stock up with water AP

ensure there is adequate power to meet future demand.

While the island's roads are being extended, the government is hoping to overcome chronic traffic problems in San Juan with the construction of an urban railway. The system is 30 per cent complete and the first test vehicle run is expected in November. Construction of eight of the 16 stations will start by the end of this year, and the system will be completed in 2002.

The upgrading of the island's infrastructure is intended also to support the government's plan to make Puerto Rico more attractive as a location for business

from the US, Europe and Latin America, and to improve the territory's chances of becoming a "trade bridge" between North America and South America.

The Puerto Rico Telephone Company, which is being privatised to a consortium led by GTE of the US, is also to upgrade its facilities. Carmen Culpeper, president of PRTC, said: "The telecommunications infrastructure base will have to be continuously upgraded. Construction is growing and increasing demand, in addition to which we have to go underground to make the system as hurricane-proof as possible."

ELECTRICITY by Canute James

## Co-generation may be key to avoiding power deficit

Supply contracts with independent producers will help the island cope with the need for additional power

Fearing a power deficit in the next five years caused by expansion of the economy, Puerto Rico is depending on investments of \$1.9bn to provide adequate electricity.

Demand is growing at 3.5 per cent a year, the same rate as the economy. However, if the administration's plan to double the rate of economic expansion is successful, the island will need additional power.

Several plants are under construction and will be commissioned by 2002, adding significantly to the generating capacity of the government-owned Electric Power Authority (Prepa). Additional capacity is also being provided through the refurbishing of some of the company's power stations.

"Prepa is the second-largest public utility in the US, with 1.5m clients," says Angel Rivera, deputy director. "Its generating capacity currently is 4,400MW and peak demand is 3,057MW."

"There was adequate capacity last year, but we are below the level of reserve capacity which is necessary to maintain the quality of service we want to have."

In expanding generating capacity, Prepa has decided not to build any more power stations, but to seek co-generation agreements through supply contracts with independent power producers.

"The prospects for avoiding a power deficit have improved with the decision by local courts to approve

the construction of a controversial coal-fired plant. The \$700m station, proposed by Applied Energy Systems of the US, and with a planned capacity of 413MW, was blocked when environmentalists obtained a court injunction based on a contention that it would be harmful to the environment.

"The court has given permission for the construction of the plant and we are hoping this will start by June with completion expected in 24 to 30 months," said Mr Rivera. "It will use a process which will meet all environmental considerations."

This will follow the expected commissioning later this year of a 50MW plant constructed by Enron and Renaissance of the US. At a cost of



Cyclists negotiate power lines downed by Hurricane Georges AP

\$800m, the station will be fired by liquefied natural gas imported from Trinidad and Tobago.

The last plant which Prepa constructed was the Cambalache station with an output of 248MW, built by Brown Boveri of Switzerland, and which was switched into the national grid last year.

"The advantage of co-generation for Prepa is that the company will not have to find the money to build a plant," said Mr Rivera. "In addition, the companies have an obligation to perform. These additions to capacity will give us the minimum 40 per cent of reserve which we need to meet all contingencies."

Investments in the energy

sector include \$220m which Prepa is spending to repower some of its older power stations in San Juan, the capital. Two small generators with combined output of 88MW, and which have ended their lifespans are being rehabilitated to a rated capacity of 464MW. This will be completed by the end of 2001.

With all these projects, Prepa will not need any increase in capacity until 2007. If demand increases beyond projected levels before then, the company will repower other ageing stations.

Local and foreign investors have been trying to engage Prepa in discussing supply contracts from less conventional sources of power. The company has been approached about ocean thermal energy con-

version plants, but Mr Rivera says the technology is not adequately developed, and will not be considered for another 25 years.

There appears to be better prospects for power from waste-to-energy plants. The island's Solid Waste Management Authority has set conditions for the construction and operation of these power stations, under a 30-year plan for the disposal and recycling of solid waste.

One prospective investor has proposed a \$200m plant which would consume 2,000 tonnes of waste daily and produce 50MW. Another has suggested a plant costing twice as much, but which will accept 3,300 tonnes daily of a wider range of waste, and produce 72MW.

The key to the viability of these waste-to-energy stations is whether they can deliver power at a competitive price," says Mr Rivera. "They are likely to be expensive sources of energy, particularly when oil prices are low."

The company is completing its recovery from Hurricane Georges which hit the island at the end of September. Storm damage, mainly to transmission and distribution infrastructure, is estimated at \$200m, but 80 per cent of this will be covered by the Federal Emergency Management Agency. This will allow Prepa to contain the cost of power delivered to its clients, says Mr Rivera.

"Our costs are competitive, but it all depends on the cost of oil. We now compare favourably with the US east coast which is between six cents and seven cents per kWh. If oil prices go up we can reach 10 cents per kWh."

## Rockwell

Electronic Controls and Communications



The installation of Rockwell Automation systems helps Compaq save both time and money in assembling their computers.

**You succeed. We succeed.**

<http://www.rockwell.com>

## Turning Risk Into Return.



We're helping our customers achieve results that move **UP AND TO THE RIGHT.**

There should be more to a risk partnership than simply paying claims after an "event". That's why we have completely redesigned our organization - allowing us to craft custom solutions that span a variety of disciplines, classes and markets. Even our new name reflects a broader view. At XL, we help our customers see opportunities where others only see risk. Will XL's approach be successful? Just watch our customers' performance as they turn risk into return.

**XL CAPITAL**  
EXCESS & SURPLUS

Insurance • Reinsurance • Financial  
SOLUTIONS  
[www.xl.com](http://www.xl.com) • NYSE: XL

© 1998 XL Capital Ltd



PRIVATISATION by Richard Lapper

## Sell-off sets pace despite late leap on to bandwagon

Privatisation may have started later than elsewhere in Latin America, but its scope is much more comprehensive than in other countries

Puerto Rico was late to join Latin America's privatisation bandwagon, but in some respects the island's sell-off is proving to be one of the most far-reaching on the continent.

Puerto Rico has disposed of a number of loss-making manufacturing and service ventures and last year became the latest country in the region to sell its state-owned telephone company, when a consortium led by GTE of the US paid more than \$2bn for a 51 per cent stake. But the government's programme has also involved the sale of clinics, hospitals and prisons.

Two US corporations are involved in the administration of the island's prison system, while the government aims to complete the sale of the island's network of 84 clinics and hospitals later this year.

In a society where the government has intervened in the economy - with a good deal of success - since the late 1940s, the policy has been controversial. The privatisation of Puerto Rico Telephone Company (PRTC)

was blocked by trades unions in the early 1990s and the actual sale triggered a 41-day strike last year.

The opposition Partido Popular Democrático (PPD) says that the PRTC and some hotels were sold too cheaply and is particularly critical of the health service sales. "They are dismantling what it took 40 years to build and we will create in Puerto Rico what they are suffering in the United States. It is a bombshell," says Anibal Acevedo Vilá, a leader of the PPD.

Nevertheless, privatisation forms a crucial plank in the new, more market-oriented, economic policy launched in 1994 by Governor Pedro Roselló.

One of the objectives has been to reduce the drain on state finances of loss-making government enterprises, which have been among the first to be sold. Puerto Rico Maritime Shipping (Navieras) - sold in March 1995 - had made operating losses in all but three of the previous 20 years, running up debts of more than \$300m.

The state-owned pineapple

plant sold in December 1995 had accumulated losses of \$55m and state-owned hotels such as the Mayagüez Hilton and Hotel El Convento had also accumulated significant deficits. Several regional airports slated for sale or closure are also losing money.

More importantly though, privatisation has been identified by the administration as one of the ways to improve the efficiency and quality of the island's infrastructure and services.

Government officials argue that capital and private-sector management expertise is needed to improve the island's telecommunications and utilities infrastructure so that private businesses based on the island can remain competitive internationally. They say that following the deregulation of the telecoms sector in 1996, the PRTC would have been unable to compete had it remained in state hands.

"We knew that if this entity was not privatised we would be putting the future of Puerto Rico in a critical situation," says Jaime Mor-

gan-Stubbins, executive director of the Puerto Rico Industrial Development Company (PRIDCO).

Carmen Culpeper, president of PRTC, explains that under public ownership the company's ability to run its business efficiently and respond quickly to market pressures was limited. "It was bound by too many government procedures and regulations that delayed decision-making in a competitive environment," she says.

PRTC's privatisation, which the US Federal Communications Commission was expected to approve early this year, will give the company much greater freedom in the way it recruits and remunerates workers.

Ms Culpeper is optimistic that under new management the company should be able to increase efficiency, reducing the number of employees per line from a level of 4.3 per 1,000 lines towards the US average of 3.1.

There are no plans to sell the Electric Energy Authority but private capital is being encouraged to participate in the electricity sector,



Well policed: telephone workers protest against the PRTC sell-off

through the development of a number of co-generation projects. A 50/MW gas-fired plant built by Ecoelectric, at a total cost of some \$700m, is expected to come on stream in September.

The government has turned to a private sector company - Générale des Eaux de France - to improve the management at the Puerto Rico Aqueduct and Sewer Authority (Prasa). Professional Services Group (PSG), a Générale des Eaux subsidiary, was given full

management control last September as part of a three-year contract.

According to Ms Lourdes Rovira, president of the Government Development Bank for Puerto Rico and a member of the government's privatisation committee, privatisation of Prasa may be the only way sufficient resources can be found to rehabilitate the island's network of wells and water pipelines and sewerage.

"Infrastructure problems have been abandoned for

many years," says Ms Rovira. "Our facilities are way behind."

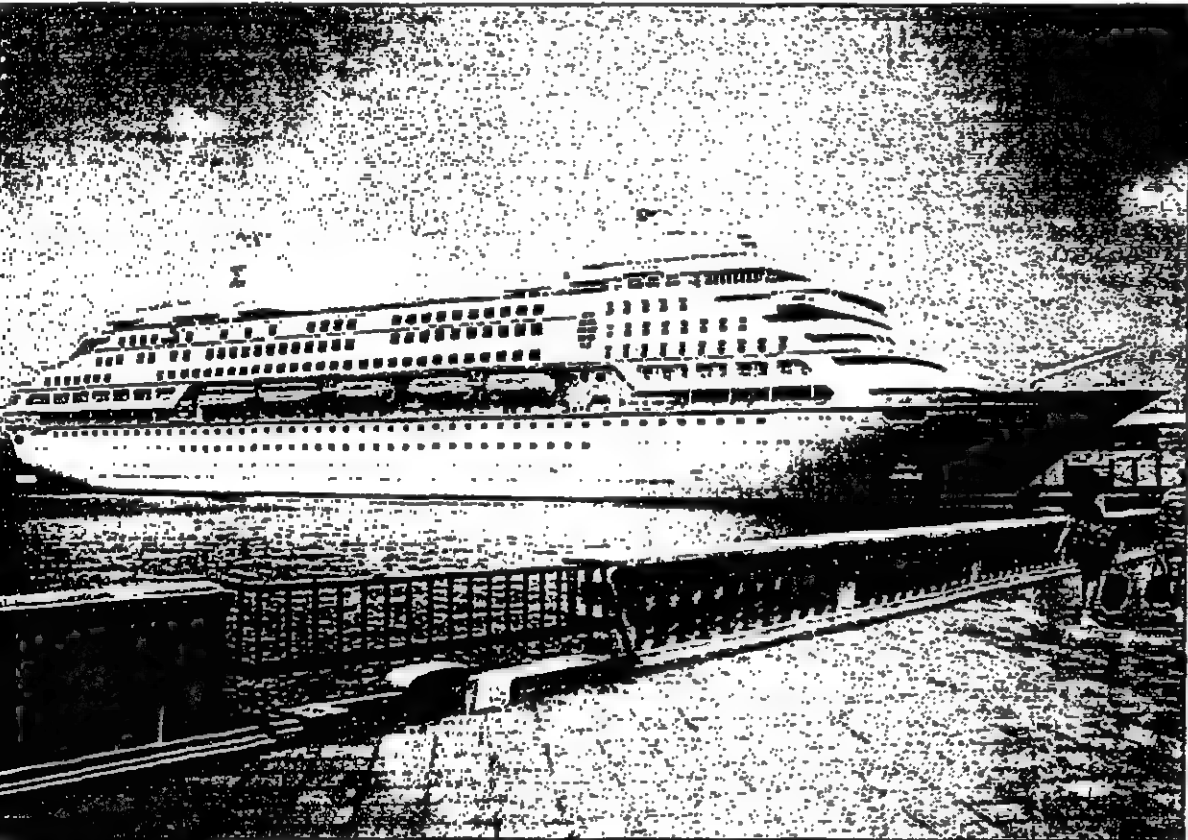
Also on the way are plans to bring greater private sector participation into Puerto Rico's public sector pension system, a move designed to increase the efficiency of fund management and help deepen the local capital market.

Ms Rovira says the administration is likely to stop short of full privatisation but will involve private companies in fund management.

The system will also be changed from one based on defined benefits to a defined contribution programme.

Other targets include the Public Buildings Authority, an agency that builds and manages offices, schools and other public buildings.

Ms Rovira says that the government is determined to press ahead. "It is going to be done and people will accept it," says Ms Rovira. "If we did the telephone company we can do anything."



Cruise ship at San Juan

Puerto Rico Industrial Development Company

TOURISM by Richard Lapper

## Sector reaps the benefit of \$1bn of investments

The results of promotion have been impressive. Top-ranking US hotel, property and leisure companies have built new properties or refurbished existing ones

Neglected for the better part of 20 years, the tourism industry has been one of the biggest beneficiaries of the government's plans to diversify the Puerto Rican economy.

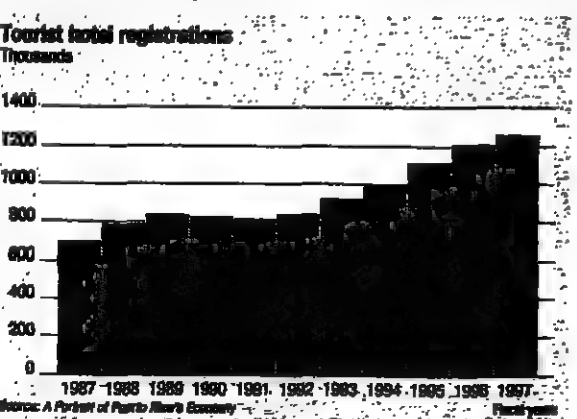
The sector, buoyed by generous incentives and a vigorous and expensive official promotion campaign, has benefited from new investments of about \$1bn in the past five years and spending by visitors has increased by about 50 per cent.

"They are focused on building the tourism industry. They weren't before," says Raúl Bustamante, general manager of Caribe Hilton, one of the island's most well-known hotels.

Under new incentive legislation unveiled by Governor Pedro Roselló in 1993, the government offered tax incentives to hotel developers and guarantees to banks prepared to lend money for such projects. To be eligible for this programme, developers must take equity stakes of at least 40 per cent of the value of the project. But the government effectively assumes a chunk of this cost by giving tax credits for up to half this amount. These credits can then be sold on the secondary market to Puerto Ricans.

At least \$25m a year has been spent on promotion, much of which is designed to underscore Puerto Rico's attractions as a destination that combines the security and stability of the US with the excitement and tropical attractions of Latin America.

The results have been impressive. A string of top-ranking US hotel, property and leisure companies have



built new properties or refurbished existing ones. According to the Puerto Rico Tourism Company, 23 new properties were opened between 1993 and 1997, with total investments of \$843.8m.

Westin, the US group, spent \$182.1m on its Rio Mar beach hotel, Ritz Carlton invested \$142.6m in its new hotel in San Juan, and Marriott invested some \$122.7m in its hotel in the capital. Last year, Ladbroke, the British group which owns Hilton International, paid \$80m to take control of the Caribe Hilton from the government. It had previously administered the property on a contract basis.

The number of hotel rooms on the island has increased by over 50 per cent to more than 12,000, while spending by tourists has increased by about the same figure to \$2.3bn in the year to June 30 1998.

The number of jobs in the sector has also soared, to 13,500, some 4,500 more than in 1992. And according to Jorge Dávila, executive director of the Puerto Rico

Tourism Association. Efforts are also being made to extend the industry's base. Four out of every five visitors are from the US, with the majority from the north-east, so the industry remains heavily dependent on the US economy. The promotion campaign seems designed to capture a broader range of US tourists.

"There are tremendous opportunities on the mainland. By saying 'Puerto Rico, USA,' we provide a comfort zone which the US traveller looks for," says Mr Dávila. "It is an exotic destination but it is at home. You don't need a passport and we use the dollar."

The industry is particularly keen to tap potential demand in South America and Mexico. As part of these efforts airlines are being encouraged to open regular flights to San Juan. Mexicana de Aviación opened a regular three-days-a-week flight to San Juan early this year and Mr Dávila says talks have been held with Varig of Brazil and other airlines.

In addition, Mr Dávila says efforts are being made to make Puerto Rico attractive to a broader range of holidaymakers. "There is a perception that Puerto Rico is a high cost, high price destination," he says. Sol Meliá of Spain is introducing the so-called all-inclusive concept in which visitors pay a fixed amount each day for food, drink, accommodation and entertainment with its plans to develop two hotels at Rio Grande in the north-east. Three time-share developers are also working on Puerto Rican projects.

### COLUMBUS

## Statue of controversy

A much larger than life replica of the Italian navigator Christopher Columbus is annoying residents who may have to give up their homes to accommodate it

Zurab Tsereteli, a Georgian sculptor whose 15-storey statue of Peter the Great is a well-known Moscow landmark, is the unlikely subject of a row in Puerto Rico over Christopher Columbus.

Five hundred and six years after Columbus was sighted on a Puerto Rican beach by the native Amerindians, a much larger than life replica of the Italian navigator is having a difficult time finding a home on the island.

Mr Tsereteli, president of the Russian Academy of Arts, has sculpted a 600-tonne Columbus statue which is to be erected in Puerto Rico. But residents of the neighbourhood in the western Puerto Rico town where the statue is to be mounted are balking at the price they will have to pay.

Ten houses will have to be removed to make way for the statue, which is a collection of 2,000 pieces of metal. Owners of the houses say they will fight to stay where they are. The 10 houses are adjacent to the seven acres on which the \$25m Columbus statue will be sited.

Reflecting the restlessness of the 15th Century navigator, the disassembled statue has been moving around. It was taken from its original site after the Federal Aviation Administration claimed that it was a threat to air traffic.

The FAA said the statue should be reduced from its height of 297 feet to 220 feet. Officials then decided to move the statue to its new and controversial site. Mr Tsereteli's next job is to mount the statue.

Being forced to give up their houses, despite the compensation they will get, is only one thing which annoys the residents. They do not mind having the statue in their neighbourhood, some say, but they are unhappy with Mr Tsereteli's seemingly tenuous approach to their inconveniences.

The sculptor said he was not bothered by the possible displacement of the 10 houses to accommodate the statue. He lost his home in the Republic of Georgia, because it had to make way for "improvements".

Mr Tsereteli said he wanted to bring the statue, the Birth of the New World, to Puerto Rico because Spanish was the island's language, and because Columbus, in the service of Spain, had stopped on the island. He was told Columbus had landed in the western part of Puerto Rico.

"The climate is good. This is my home," he said. The region reminded him of his native town in the Republic of Georgia. He sees no problem in moving the houses to make way for the statue.

Canute James



Christopher Columbus landed in Puerto Rico 500 years ago

Mary Evans Picture Library

BUSINESS GUIDE by Canute James

## US practices are order of the day

Getting to Puerto Rico is made easy by the many airlines which serve the island. San Juan is seven hours from London

Puerto Rico is a heady mix of Caribbean and Latin American, but the business culture is American. A visitor doing business in Puerto Rico should not expect a "mañana" approach to appointments.

Amid the debate about the island's political status, Puerto Ricans value their political ties to the US. That they are Americans is shown immediately in a hard-nosed, practical approach to business. In doing business on the island, a visitor should take the same approach as one would on the mainland.

Getting to Puerto Rico from Europe, North and South America and the Caribbean is made easy by the many airlines which serve the island. San Juan's Luis Muñoz airport is seven hours from Madrid and London, three hours from New York and two hours from Miami. There are also airports in main cities such as Ponce and Mayaguez, while several regional airports allow quick access to almost all parts of the island.

Although the island is a holiday resort, it is also a thriving regional business centre. There are several efficient business hotels, mainly in San Juan, the capital, and less than 20 minutes from the airport. Early reservations are recommended as hotels tend to be fully booked on holiday weekends in the US. Taxi service at the hotels is

prompt, but allowance should be made when going to meetings for San Juan's sometimes choking traffic.

Local and international telecommunications are efficient. International direct dialling is available to all parts of the world. Puerto Rico's area code is 787, which is followed by the seven-digit local number.

Puerto Rico observes the main US holidays, plus a few of its own. The main holidays are January 1, 6, 12 and 19; February 15; March 22; April 2 and 31; May 10 and 25; June 21; July 4, 21, 25 and 27; September 1; October 12; November 9, 19 and 26; and December 25. Dates for some

local holidays are not fixed, and it is advisable to check these with local contacts.

Puerto Rico is four hours behind GMT and one hour ahead of Eastern Standard Time. Business hours are generally between 8.00am and 5.00pm.

Puerto Rico is adequately banked, with local and foreign banks offering a full range of services. The main banks include Banco Popular, Banco Santander, Banco Bilbao Vizcaya, Banco Central Hispano, Citibank, Chase Manhattan, Bank of Nova Scotia, and Royal Bank of Canada. Banking hours are 8.30am to 2.30pm Mondays to Fridays.

### Useful business contacts

Department of Economic Development and Commerce, PO Box 382350, San Juan, PR 00938. Tel: (787) 764 1175. Fax: (787) 765 7709.

Industrial Development Company, PO Box 382350, Hato Rey, PR 00938. Tel: (787) 758 4747. Fax: (787) 754 9640.

Manufacturers Association, PO Box 192410, San Juan, PR 00919. Tel: (787) 759 9445. Fax: (787) 756 7670.

Chamber of Commerce, PO Box S-3789, San Juan, PR 00902. Tel: (787) 721 8060. Fax: (787) 723 1891.

Bankers' Association, 820 Banco Popular Center, San Juan, PR 00918. Tel: (787) 753 8630. Fax: (787) 754 6077.

After business hours, San Juan offers a range of relaxing activities. The city has several commendable restaurants close to the main business hotels, and in Old San Juan, the colonial zone of the capital. Cultural events are frequent. The Tourism Company (tel 787-721 2400) can provide dates, times and locations of events.

JP 11/10/150



THE LATEST TECHNOLOGY  
IS HEWLETT-PACKARD'S  
BUSINESS. THAT'S WHY  
OUR PLANT IS IN

PUERTO RICO

LEWIS E. PLATT, CEO  
HEWLETT-PACKARD  
COMPANY

CHIKUI SANTOS  
MANAGER  
HEWLETT-PACKARD,  
AGUADILLA, PUERTO RICO

*Hewlett-Packard started operations in Puerto Rico in March 1980, manufacturing computer terminals. At present, it manufactures over 180 different products, among them inkjet printer cartridges for the world's best-selling printers.*

With our open door, pro-business government and our comprehensive tax exemptions, Puerto Rico, USA offers the perfect climate for your business.

- ▶ A new tax incentive law with an effective tax rate as low as 2% and a maximum of 7%. For manufacturing and export oriented services.
- ▶ 200% deduction of R&D costs.
- ▶ 200% deduction of training costs.
- ▶ Full expensing of investment in plants, parts & equipment.
- ▶ Ample supply of skilled production workers.
- ▶ Highly educated, bilingual managers and executives.

And of course, in Puerto Rico, USA, you will find a beautiful climate all year round and an enviable quality of life. No wonder half of all Fortune 100 companies are established here!

Want to know more? Just call for additional information or contact us and let us prove to you that Puerto Rico means business!

[www.pridco.com](http://www.pridco.com)

1-888-5-PRIDCO

**PUERTO RICO, USA**  
THE PERFECT BUSINESS CLIMATE



POLITICS by Canute James

# When you have the best of both worlds, why change?

While opinions differ in Puerto Rico there appears little enthusiasm in the US Congress for deciding whether the possession should become the 51st state of the Union

Politics in Puerto Rico is dominated by a long-running debate over the island's relationship with the US with which Puerto Ricans have a quasi-colonial "commonwealth" relationship.

Islanders vote in presidential primary elections, but not in US general elections. They have one non-voting representative in Washington, and do not pay federal taxes. The island is given billions of dollars each year in food stamps and other federal aid from Washington, and although Puerto Ricans fight in the US army, the island sends its own teams to the Olympic Games.

"Puerto Rico's political status is not a problem only for Puerto Rico, but it is also a problem for the US," said Pedro Rosselló, the island's governor, in explaining why he wants the US Congress to become the 51st state of the Union. "The US does not see itself as an imperial state, and Puerto represents an imperial problem for the US."

Arnibal Acevedo Vilá, president of the opposition Popular Democratic party, disagrees: "The reality for Puerto Rico is that our current status is the best for us."

"We have our own history,

language, heroes - our own culture. But we are US citizens. Puerto Ricans have the best of both worlds. Why change?"

Last year was the centenary of the US takeover of the island from Spain in the Spanish American War, and Mr Rosselló, considering it an appropriate occasion for the island to decide its political future, called a referendum in mid-December.

In the event, the majority of voters supported an opposition call for a rejection of any change in status, and voted for none of the options - statehood, independence, free association with the US and enhanced commonwealth. Mr Rosselló had hoped that emphatic support would give him a strong hand in explaining the US Congress to order a referendum, and to act on the result. The result of last month's plebiscite was not binding on Congress.

While 50.3 per cent backed the opposition's call for no change, 46.5 per cent supported statehood. Independence was supported by 2.5 per cent while free association received 0.3 per cent. Despite this, Mr Rosselló intends to continue asking the US Congress to make the island a state.



Rosselló intends to continue asking the US Congress to make the island a state AP

"If Puerto Rico is a part of the US then it must participate in the rights and responsibilities which come with being a part of the US," said the governor. "The vote in the plebiscite was against everything, but statehood had more support than any other option. The clearest message from it was that every one is in favour of change."

But Mr Acevedo Vilá suggested that it was futile to continue the debate. "Statehood was defeated in the plebiscite, the terms of which were drafted to ensure support for state-

hood. If the governor wants to claim victory, he can. This is the second time in six years that statehood has lost." There appears little enthusiasm in the US Congress for deciding definitively with the issue of Puerto Rico's status. The Congress has yet to authorize a binding referendum on the matter. The House of Representatives approved last year a plebiscite by a narrow margin (209-206), but the Senate did not consider it.

Some members of Congress balk at the prospect of adding a small, relatively poor, Spanish-speaking state. The failure of the Mr Rosselló to garner majority support for statehood will make Washington's legislators less convinced that they should deal with the matter expeditiously. Puerto Ricans' lack of interest in political independence is due partly to social, economic and political problems which have overtaken their neighbours. Most are not keen on losing US citizenship, and independence would entail a new determination of the status of the estimated 2m Puerto Ricans who live in the US.

In arguing for political autonomy, the supporters of independence say Puerto



Celebrations last December after the majority of voters rejected plans to opt for full US statehood AP

Rico is different from the US, and is culturally a part of Latin America which would not fit easily into the US.

The debate turns inevitably on the economic implications of statehood or independence. "Some say that statehood is bad for economic development," said Carlos Vivoni, secretary for economic development and

commerce. "But the 50 states are having good rates of economic growth. Statehood will not mean economic displacement for Puerto Rico. It will lead to a strengthening of the sense of stability. The economies of all the territories boomed after they became a state. The issue of statehood for Puerto Rico is not dead."

If Puerto Rico compared itself with neighbouring islands, then it would seem to be doing well economically, said Mr Rosselló. But the proper point of reference must be the 50 states, he contended. The current status was preventing the island from reaching its full economic potential. "Puerto Rico has one third

the income per capita of the national US average," said the governor. "It has a half the income per capita of the poorest state - the same as 50 years ago. We need to be a state to close this gap."

This is rejected by Mr Acevedo Vilá, who says that improvement for Puerto Ricans will only come about by enhancing the commonwealth status. "Becoming a state will deprive us of the flexibility we have. We do not pay federal taxes. We have access to the US market and business here has the legal protection of the US. The only way we will see an end to this argument is when Congress says that commonwealth should be enhanced."

José Villamil, one of the island's leading economists, concluded that Puerto Rico would have to continue the same economic policies whether or not it changed its status. "Economically, Puerto Rico will have to do the same things whether it is a state or an independent nation, although a few things will be different if the island were a state - such as paying taxes to the federal government and losing rebates it now receives on rum exports to the mainland."

MANUFACTURING by Pascal Fletcher

## Learning to live without generous US tax breaks

Government economic planners are optimistic: their strategy is to encourage research and development and high-tech service activities. But manufacturers expect hardships

Puerto Rico's large manufacturing sector, which produces nine out of the 10 top-selling prescription drugs in the US including tranquilisers and anti-depressants, may be needing a pick-me-up of its own these days.

The sector, which contributes just over 40 per cent of the island's annual Gross Domestic Product (GDP), is struggling to come to terms with the phasing-out of the generous US tax breaks that fuelled its impressive growth over the past half decade.

The planned elimination by 2006 of the Section 936 tax incentives has raised fears about plant closures and job losses at a time when Puerto Rico is fighting to preserve its image as an attractive investment and manufacturing centre in the face of growing competition from Latin America, Europe and Asia.

Opinions about the sector's future are mixed. Government economic planners take an upbeat view. They argue that Puerto Rico's manufacturing industry is surviving better than most the pressures of consolidation and downsizing which are squeezing manufacturers around the world.

They are also apparently confident that new local tax incentives, which reduce maximum corporate income tax to 7 per cent and in some cases to as low as 2 per cent, will keep existing US and foreign manufacturers on the island and attract new ones. This is part of a new

government strategy to encourage research and development and high-tech service activities in Puerto Rico.

"We want to start promoting Puerto Rico as a high-skilled, high-tech, diversified investment base for the new millennium," said Carlos Vivoni, secretary for economic development and commerce in the government.

He added: "That doesn't mean we are turning our backs on manufacturing... we are completing it with services and trade."

William Riefkohl, executive vice-president of the Puerto Rico Manufacturers Association (PRMA), said his organisation fully supported the government's aims to transform and modernise the manufacturing sector. But, in his opinion, the phase-out of Section 936 incentives was already clearly taking its toll.

"We have had closures... there is a clear trend and no new companies are coming," Mr Riefkohl said. He produced newspaper reports of more than two dozen cases of plant closures and job lay-offs announced in 1997 and 1998, apparently involving several thousand jobs. These included big shut-downs by US companies such as Motorola. The main reasons cited were mergers, consolidations and restructuring due to tough competition.

Mr Riefkohl, whose organisation has 1,700 members, said he believed the biggest impact from the Section 936 phase-out was still to be felt

by the Puerto Rican manufacturing sector. "The major hardships have not arrived yet," he said.

He believed it would take time for the government's transformation strategy to take effect, and in the meantime the sector ran the risk of being upstaged by other manufacturing centres in Europe and Latin America.

Government officials admit overall manufacturing jobs have fallen over the past five years, from just over 151,000 in 1993 to 144,360 in 1998. The biggest net losses have been in clothes manufacturing.

"We realise we are not going to be creating many new jobs in the manufacturing sector," said Jaime Morgan-Stubb, executive director of the government's Puerto Rico Industrial Development Company (PRIDCO). But he noted that Puerto Rico's exports had grown by a hefty 26 per cent in fiscal 1998. And he insisted that manufacturing employment levels were holding up far

better than in other parts of the world. Mr Morgan-Stubb also referred to several new big expansions in Puerto Rico announced over the past two years by US and European companies.

He cited a \$100m expansion by Hewlett-Packard, the US electronics group, plans by Monsanto subsidiary Searle to invest \$200m to boost its Puerto Rico operations and another projected \$100m investment by IPR Pharmaceuticals, a subsidiary of Britain's Zeneca Group.

Following a Pridco trade mission to Germany last October, Mr Morgan-Stubb said two German companies, medical instruments maker Eppendorf and pharmaceuticals producer Knoll, were planning to expand their Puerto Rico operations. Fresh investments totalling between \$500m and \$800m were under negotiation, Mr Morgan-Stubb said.

He added the government's promotion of research and development



Pharmaceuticals: government planners are confident about new local tax incentives Puerto Rico Industrial Development Company

was also starting to bear fruit. He cited a \$15m investment by Allergan to produce high-class interocular lenses in Puerto Rico.

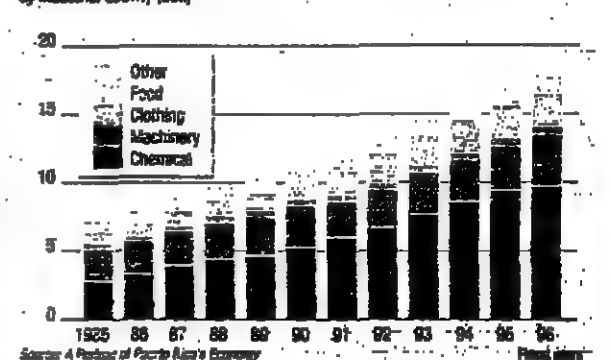
Mr Daniel Lebrón, president and general manager of Searle in Puerto Rico, said his company was expanding with the acquisition of a new plant at Barceloneta, previously owned by Niconed. It was also upgrading its Caguan plant to become a

global manufacturing site for two new products.

"My feeling is that the pharmaceutical sector in Puerto Rico will stay stable in the next few years... I don't see the industry leaving Puerto Rico," Mr Lebrón said.

But he said manufacturers, backed by the government, were lobbying hard for the US Congress to allow the continuation after 2006 of

Manufacturing net income by industrial activity (\$m)



Source: A Product of Puerto Rico's Economy

so-called Section 30A wage credit incentives, which were extended for a 10-year period when Congress announced the repeal of the Section 936 incentives in 1996.

One strategy which some Section 936 companies in Puerto Rico were using to adapt to the changes in the tax environment was to transform themselves into Controlled Foreign Companies (CFCs), owned from abroad.

This was the case of Searle, in at least part of its operations, and a number of other companies. "This is an option quietly being used," said the PRMA's Mr Riefkohl. He believed that about two dozen companies had taken this step and more would follow.

One effect of pull-outs or

plant reductions by Section 936 companies has been to create opportunities for enterprising local Puerto Rican companies. One of these is Mova Pharmaceuticals, which in the past two years has acquired two new plants, the most recent relinquished by Eli Lilly.

"The changing circumstances create problems but they also bring opportunities," said Joaquín Viso, Mova's president. His company was currently negotiating terms to acquire another plant at Manati being vacated by Hoechst Marion.

Mova planned to increase its workforce from 750 to 1,000 by the year 2000 and last year opened a pharmaceuticals research and development centre, the first of its kind on the island.

AGRICULTURE by Pascal Fletcher

## Hurricane-hit sector will bounce back

Because infrastructure modernisation was under way before the hurricane, the sector should recover lost ground within 12 months

When Hurricane Georges swept across Puerto Rico last September 21, it inflicted the most damage on the island's smallest economic sector.

The hurricane, the worst to hit the US Caribbean territory in 70 years, levelled banana plantations, reduced metal poultry houses to twisted wrecks, slaughtered tens of thousands of chickens and decimated the island's coffee crop.

It caused losses of more than \$300m to an agricultural sector that contributes barely 1 per cent to Puerto Rico's annual gross domestic product (GDP). No other single sector suffered such devastation.

Nevertheless, Department of Agriculture officials are confident that the sector, which has undergone a big transformation in the past half decade, can bounce back.

"It's not a disaster. We can recuperate," said Carlos Flores, department of agriculture undersecretary. He estimated the impact of Hurricane Georges would top as much as \$200m off the island's gross agricultural income this year, which reached a six-year high of more than \$700m in the 1997-98 fiscal year. But he predicted the sector would recover this lost ground within the next 12 months.

"We will get back on our feet again by the year 1999-2000," Mr Flores said. Four months after the hurricane, he estimated the sector was already 60 per cent



Counting the cost: this farm survived but the farmer lost 25 others during the hurricane AP

recovered. He said the poultry sector was bouncing back rapidly after suffering losses of more than \$30m. Recovery of banana and coffee plantations, where estimated hurricane damage was \$97.7m and \$42.3m respectively, would take longer - about eight or 10 months.

The island's dairy sector, whose milk production accounts for 34 per cent of total gross farm income, escaped relatively unscathed

with estimated losses of only \$3m.

Mr Flores said that in addition to immediate emergency aid of \$10m, the government was concentrating its assistance efforts on rebuilding farm infrastructure, such as warehouses and poultry houses, where total losses from the hurricane were estimated at \$70m.

After Georges passed, Governor Pedro Rosselló announced he was renewing a \$125m farm infrastructure

funding programme, while leaving intact \$35m of funding already approved under the original 1996 project. This meant a total of \$160m would go towards infrastructure renewal in agriculture.

Even before Georges struck, infrastructure modernisation was a big part of the government's efforts to develop a more efficient and technically advanced commercial agriculture and agro-business in Puerto Rico. Farming on the island had

already changed considerably since the 1940s and 1950s, when traditional small farming methods prevailed and sugar cane, coffee and tobacco were the dominant crops. Of these, only coffee has survived, but it now lags behind milk and poultry production.

Half a decade ago, there were about 40 sugar mills on the island. Now only two remain. Formerly state-owned, these are privately operated following the privatisation of Puerto Rico's Sugar Cane Corporation. A single remaining sugar refinery at Ponce is still state-owned, but could be privatised in the year 2000.

The main thrust of the government's agricultural strategy, part of a national New Economic Development Model, is to raise efficiency and quality levels, especially in "traditional" crops such as coffee and sugar, while encouraging new initiatives with export potential for crops such as tropical fruits and fresh vegetables.

Almost all of Puerto Rico's farm output is consumed locally, although small quantities of coffee are exported to Europe and Japan and some fruit and vegetables - mangoes, tomatoes and onions - also to Europe. Growing sales of ornamental plants, previously exported to the US mainland, now focus on the local market. Current agricultural production covers only about 20 or 30 per cent of the total food needs of the island's 3.8m population.

In its effort to encourage farmers to diversify and invest in modern, efficient commercial farming projects, the government offers generous incentives, including a 50 per cent tax incentive credit (Law 225) for such projects. The authorities were obliged to put an annual cap on the scheme of \$15m a year after receiving project applications totalling more than \$85m in 1995, the first year of Law 225.

In its support for infrastructure development, the government has been offering to pay 90 per cent of total investment costs in irrigation and drainage projects. So far, some \$8m has been paid out for 66 projects, and a further 480 projects had been approved.

To halt the drain of farm workers to the island's large manufacturing sector, the government in 1995 set a minimum wage for agricultural employees of \$4.25 an hour, the federal minimum wage. This was almost double the wages that Puerto Rican farm workers had been receiving previously.

Mr Flores said the agricultural workforce was stable at about 32,000-35,000, only 5 per cent of the island's total labour force. His department was also fighting to preserve Puerto Rico's productive farm land from encroachment by property developers and builders. Any change in the use of farm land had to be approved by the department. "It's our big headache," Mr Flores said.

### Travelling to Puerto Rico?

Get your copy of the Financial Times at leading newsstands in Puerto Rico.

Caribbean News Dealers  
GPO Box 4903  
San Juan  
PR 00936  
Tel: 787 788 8126  
Fax: 787 788 8185

FINANCIAL TIMES  
No FT, no comment.

JP 4/10/50



SCIENCE AND TECHNOLOGY by Christopher Swann

# New economic strategy launched

The target is to extend spending on research and development and increase productivity

Ambitious plans that could make Puerto Rico the science and technology centre of the Caribbean are being put into practice. The strategy, modelled on policies developed in Singapore and Ireland, is designed to increase productivity and add at least 2 percentage points to the island's economic growth rate, which has averaged 2.5 per cent since the mid-1970s.

"For a long time efforts were made in parallel by academia, industry and the government to foster the development of a knowledge economy, but they were not complementary," said Manuel Gomez, vice-president of the University of Puerto Rico and one of the architects of the new economic strategy. "This time we are harnessing these efforts into a coherent whole."

Central to the programme is a tax exemption allowing companies to write off double the amount spent on research and development

against their tax bill. This may be deferred if necessary until start-up ventures break into profit. The offer, currently only available to new entrants to the market, should soon be extended to the plethora of high-tech companies which have long manufactured in Puerto Rico but conduct their research elsewhere. The target is to raise R&D spending from a lowly 0.3 per cent of GDP to 1 per cent within five years.

Increased R&D spending should in turn stem the "brain drain", which robs the island of 80 per cent of its PhD graduates. An aggressive bid for federal funding by the University of Puerto Rico has already yielded fruit, doubling the institution's R&D spending over the past five years to \$80m. Further funding from the local government is expected to boost the annual figure above \$100m in the few years.

Besides helping to lift R&D spending, the new economic model assigns a key role for

universities in ensuring that home-grown products are commercialised on the island. Dr Gomez, a long-standing advocate of the industrial development policy, has helped secure federal funds for an office to negotiate the complex federal patenting process and arrange licensing and royalty deals.

The university is also seeking to reshape its courses to meet the needs of potential R&D investors. An eclectic new doctoral course in computational science and engineering, for example, aims to exploit super computers in drug design, software design, material science and robotics. This, says Dr Gomez, will provide a uniquely trained human resource with which to attract companies. A 50 per cent tax exemption on training is intended to encourage the private sector to maintain the momentum generated by the education system.

Meanwhile, high-tech



Local high-tech companies are being encouraged to undertake their research in Puerto Rico

Puerto Rico Industrial Development Company

start-up companies, hitherto starved of cash by distant venture capital funds on the mainland, are to be fostered by an expansion of seed funding from the government's Economic Development Bank. "It's going to require upwards of \$100m a year of seed capital with three out of every four dollars provided by the private sector," says Dr Jose Villamil, economics professor at the University of Puerto Rico and principal consultant for the new high-tech initiative.

In addition the government is planning to set up research institutes for five sectors in which the planners believe the island can forge a competitive advantage: pharmaceuticals, manufacturing processes, life sciences, communications and information and health sciences.

Consortiums of businesses and universities are expected to bid next year for the first of the institutes, which will aim to provide technical solutions to business problems. "As well as providing basic and applied research for industry, the institutes should act as incubators for new business and breed collaboration between industry and the universities," says William Boardman of Arthur D. Little, the consultancy firm advising Puerto Rico on its economic plan.

With the policy barely two months into the implementation phase, it is too early to assess its effect. Participants, nevertheless, point to anecdotal evidence of progress. "An increasing number

of companies are already talking about setting up research facilities on the island," says Dr Gomez. "We are hoping for a spiral effect." Bartolome Garaudi, vice-president of Electrobio, part of the US biotech group Biomed, talks of a new industrial awakening.

"There is a strong desire in government, universities and industry to make it happen." But optimism is tempered by the realisation that the programme is against the clock. "We are 25 years behind the game," explains Dr Villamil. "Competitors like Singapore started to think about creating an environment friendly to science and technology back in the 1960s."

FREE TRADE ZONE by Canute James

## Unique opportunity for manufacturers

The free trade zone system will make the island a prime destination for companies seeking to expand or relocate

Puerto Rico's efforts to restructure its economy have been given a flip by the US Commerce Department. The department's Foreign Trade Zones Board has approved the conversion of all the island's industrial parks into free trade zones. This makes the entire island a free trade zone, expanding the status enjoyed previously by the cities of Ponce, Mayaguez and San Juan.

The government is expecting an increase in new investments and expanded operations by foreign and local businesses with the expansion of the free trade zones. Companies operating in the zones will be relieved of customs duties on imported raw materials. This will make these companies competitive with those operating in foreign countries, according to the Puerto Rico Industrial Development Company (Pridco).

The free trade zones are located at or near a US Customs port where foreign and domestic merchandise enters without customs duties or government excise taxes. Puerto Rico's size means that any location on the island will be "near" a port of entry, say government officials.

No export taxes are levied on products manufactured in the free trade zone if they are shipped to any country besides the US. Products

shipped from the zones to the US are taxed at the lowest applicable rate. Warehousing activities in the free zones will also be tax free.

"No other location in the world can offer companies such a comprehensive free trade zone system," said Jaime Morgan-Stubbs, executive director of Pridco. "This, in combination with Puerto Rico's generous incentives package and skilled workforce, makes the island a prime destination for any company looking to expand or relocate."

The foreign trade zones encompass all Pridco's projects and cover 139 industrial parks, 687 buildings and 18.2m square feet of space on 4,500 acres of land.

Pridco sees as important incentives the tax breaks which companies will receive from the free trade zones. It has cut the period for approving applications for free zone operations from 18 months to 90 days, and reduced the cost of applications from \$130,000 to \$5,000.

Free trade zone status is also available on undeveloped land that is used for new facilities, said Pridco. This will enable companies to reduce start-up costs while benefiting from the exemption from customs duties, while saving time, effort and money in initiating a free trade zone operation.

Companies operating in the free trade zones will save money as a result of the exemption from customs duties and from the elimination of customs duties on re-exports. They will also benefit from duty relief on all materials, components and packaging used in the manufacturing of products in Puerto Rico even when sold within Puerto Rico and the mainland US.

"For example, under the current status, a pharmaceutical manufacturer with \$10m in imports would have paid 6.3 per cent duty on its finished product," said Pridco. "But under the new foreign trade zone status, the imported material will be duty-free resulting in a savings of \$63m." "The approval of this application provides Puerto Rico with the most singular and comprehensive foreign trade zone system in the world for reducing costs of operation; making the island an even more attractive place to do business."

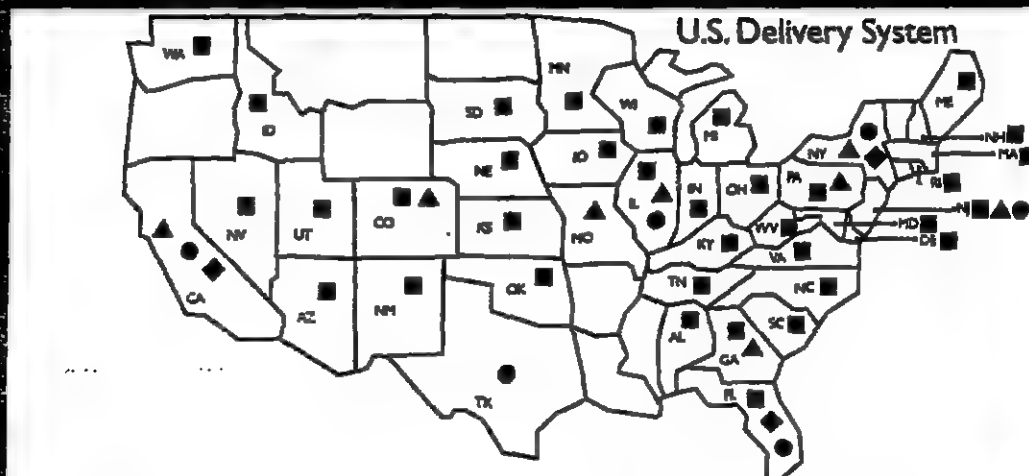
Government officials say the designation of the island as a free trade zone will help it to overcome some recent developments which could slow the expansion of the economy. Tax credits under Section 906 of the US Internal Revenue Code, and which attracted many US mainland companies to Puerto Rico, are being phased out following a ruling by Congress.

The island is also hoping to regain some of the competitive edge in trade which some government officials say it lost with the evolution of the North American Free Trade Agreement (Nafta). The approval of the island as a free trade zone will also give it a chance to capture some of the business being done by trade hubs in neighbouring countries.

The expansion of the free trade zone to cover the entire island will also assist the government's plans to make Puerto Rico a "bridge" for trade between North America and South America when the planned Free Trade Area of the Americas is created in 2005.

The free trade zones "will help current business operations to be more competitive globally, and provide additional incentives for businesses to establish and maintain operations in Puerto Rico", said Pridco.

It claims: "Puerto Rico is the most unique and comprehensive, non-contiguous free trade zone in the US. The new system... will allow companies to obtain significant new financial savings opportunities when locating manufacturing and distribution operations on the island."



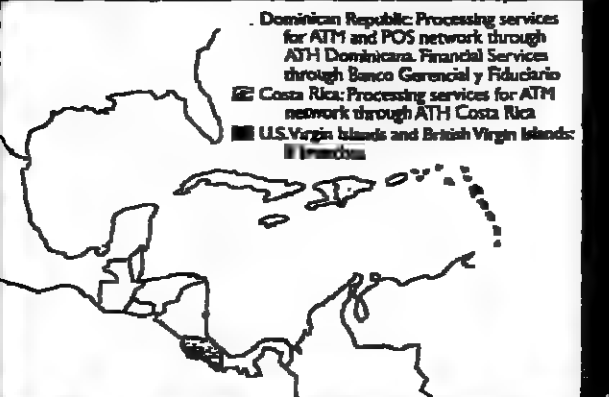
Servicing the financial needs of the Hispanic community and targeting small business niche markets with specialized lending programs comprise our U.S. mainland expansion strategy. The Corporation expanded its banking network to states with large Hispanic communities; expanded SBA and franchise lending to the new territories; established a national credit card operation and incorporated Popular Leasing USA to focus on the leasing of mostly medical equipment and commercial products. Meanwhile, its consumer finance subsidiary, Equity One continued to grow while achieving excellent returns.

Equity One				Popular Leasing				Banco Popular				Popular Cash Express			
Alabama	2	Maryland	5	Rhode Island	1	California	14	California	14	California	8	California	8	California	8
Arizona	1	Massachusetts	2	South Carolina	12	Colorado	10	Florida	10	Florida	15	Florida	15	Florida	15
Colorado	1	Michigan	1	South Dakota	1	Georgia	1	Illinois	19	Illinois	19	Illinois	19	Illinois	19
Delaware	3	Minnesota	1	Tennessee	3	Illinois	19	New Jersey	10	New Jersey	10	New Jersey	10	New Jersey	10
Florida	10	Nebraska	1	Utah	1	Missouri	31	New York	31	New York	31	New York	31	New York	31
Georgia	2	Nevada	1	Virginia	21	New Jersey	10	Pennsylvania	4	Pennsylvania	4	Pennsylvania	4	Pennsylvania	4
Idaho	1	New Hampshire	1	Washington	1	New York	31	Total	88	Total	88	Total	88	Total	88
Illinois	2	New Jersey	8	West Virginia	2	Pennsylvania	4								
Indiana	2	New Mexico	1	Wisconsin	1										
Iowa	2	North Carolina	17												
Kansas	1	Ohio	1												
Kentucky	8	Oklahoma	1												
Maine	1	Pennsylvania	13												

Popular, Inc., with \$23.2 billion in total assets, is the 37th largest bank holding company in the United States. The Corporation's business and geographic diversification in the U.S., Central America and the Caribbean, is based on exporting its core competencies by focusing on retail financial services, commercial services to small and middle market businesses as well as electronic processing services. The Corporation is characterized by a strong commitment to the communities it serves and by using technology to make financial services more convenient and accessible to customers.

As you can see we are growing, so there is no need for big logos.

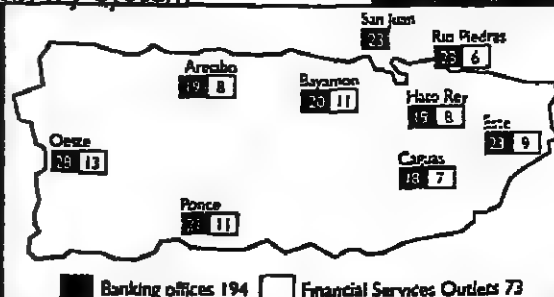
Caribbean and Latin American Expansion



POPULAR, Inc. BANCO POPULAR

PR. Delivery System

In Puerto Rico, the Corporation's strategy is to satisfy the financial needs of all segments of the market, from the unbanked individual to the largest corporate customer. Armed with the most extensive traditional and electronic delivery network, the Corporation is well poised to achieve this goal.



## Forthcoming 1999 Financial Times Surveys

Cuba March

Uruguay May

Brazilian Finance &amp; Investment June

Argentina July

For further information on advertising, please contact:

Janeth Harvey in New York  
Tel: +1 212 745 1346  
Fax: +1 212 688 8229

FINANCIAL TIMES  
No FT, no comment.

Financial Times  
muda  
May 24  
For further information on advertising, please contact:  
Janeth Harvey in New York  
Tel: +1 212 745 1346  
Fax: +1 212 688 8229  
FINANCIAL TIMES  
No FT, no comment.





## MEANS BUSINESS & PLEASURE

- ▶ A new tax incentives law with an effective tax rate as low as 2% and a maximum of 7% for manufacturing and export oriented services.
- ▶ Year Round Sunshine
- ▶ Pristine Beaches
- ▶ Spectacular Golf Courses

In Puerto Rico you will find a beautiful climate all year round and an enviable quality of life... and with our open door, pro business government, Puerto Rico is also the perfect site for your business.

Want to know more? Just call for additional information and let us prove to you that Puerto Rico means business... and pleasure!

[www.pr4business.com](http://www.pr4business.com)

1-800-588-3742

**PUERTO RICO USA**  
THE PERFECT BUSINESS CLIMATE



INSIDE

**Alcatel begins to regain respect**  
These are critical times for Alcatel, the French telecommunications equipment company. Having been slammed by the market for an unexpected profit warning last September, the company started the long haul back to respectability when two US acquisitions aimed at strengthening its position in the fast-growing data networking market were well received. Page 17

**Life on Mars thanks to a 1kg device**

A 1kg device that will produce pure oxygen on Mars from the planet's predominantly carbon dioxide atmosphere is being built by the University of Arizona, Tucson, and NASA's Johnson Space Center. The silver-colored Oxygen Generating Subsystem (OGS) (left) will generate the first material for human consumption to be produced from extra-terrestrial resources. Page 22

**Hong Kong to merge its exchanges**  
Singaporean officials enjoyed a wry smile last week when Hong Kong announced plans to merge its stock and derivatives exchanges. Coming three months after plans were unveiled to merge Simex, the Singapore derivatives exchange, with the Stock Exchange of Singapore, Hong Kong's move underlined the rivalry between the two city states. Page 24

**Budapest takes another beating**  
Hungary may be eastern Europe's healthiest economy but an investor with money in the Budapest stock exchange in January could be forgiven for forgetting it. Page 38

**Companies face up to global crime**  
When businessman Trevor Bell ignored advice and took a taxi to dinner in Mexico City he was held up by two armed accomplices of the driver. But violent crime is only one of a web of non-conventional risks facing businesses in immature and fast-changing markets. Ignoring or mishandling such risks could cost multinational companies more than £21bn last year. Page 22

**Australia tastes genetic food debate**  
For Australians, genetic engineering means blue carnations rather than "Frankenstein foods". Branded Moon dust, a genetically engineered Australian blue carnation will be marketed throughout Europe this year. At home, this has not created any concern, but the flowers are not eaten and the genetic engineering does not involve work on animals. Page 26

**Bear market reigns over euro**  
The euro recovered from recent lows but did not make a break upwards. Despite talk of the euro approaching parity with the dollar, it rose above the \$1.08 level but stopped short of \$1.10, leaving it vulnerable to falls. Page 25

COMPANIES IN THIS ISSUE

Aeroflot	16	Mays	32
Aeromexico	16	Mitsubishi Motors	18
Aeroperu	16	Mobil	15
Aggregate Industries	21	Monsanto	19
Alcatel & Wilson	21	Morgan Stanley DW	17
Alcatel	17	Nissan Motor	15, 18, 20
Alstom	16	Norak Hydro	18
American Airlines	16	Olivetti	19
Applied Graphics	21	Paribas	1
Avantel	21	Pearson	21, 32
BCI	19	Pechiney	18
BICC	21	Peel Holdings	32
BNM	21	RJR Nabisco	18, 20
BNP	1	Railtrack	10
BT	32	Raisio	10
Bowthorpe	21	Reliant Energy	18
Cathay Pacific	16	Rensault	18
Ceska Sporadna	16	Renters	32
Chevron	15	Rhodia	21
China Telecom	20	SAB	32
Cintra	16	SGL Carbon	18
Citigroup	15	San Paolo IMI	19
Cordant	21	Shell	15
DRGT	21	SocGen	1
Dawson Heavy Ind	21	Superior	1
DaimlerChrysler	15, 18	Synstar	32
Dairy Farm	20	TIM	19
Delta Airlines	20	TPI	19
Deutsche Lufthansa	19	Telecom Italia	19
DuPont	32	Telefonica	19
ENAP	32	Telmex	18
Enbridge	32	Thomson	17
Euromoney	32	Thomson-CSF	32
Exxon	15	Tomkins	17
Fransstome	17	Toys R Us	16
Gallagher	32	Tryg-Salica	19
Hongkong Land	20	Turk Telecom	19
HSBC	19	UNA	15
Japan Tobacco	16, 20	Unicredit	19
KKR	16	Unidammark	19
Komercna Bank	19	Unilever	16
Lafarge	19	Vesta	15
Mandarin Oriental	20	Vivendi	10
MasterCard Int	15	Wace	21
Microsoft	4	Williams	32

CROSSWORD, Page 26

MARKET STATISTICS

Financial reports due	30, 31	Emerging Market bonds	24
Standard & Poor's	24	FTSE Actuaries share indices	25
Bond futures and options	24	Foreign exchange	24
Commodity prices	24	Gifts prices	30, 31
Dividends announced, UK	21	London share service	27, 28
BMS currency rates	24	Managed funds service	27, 28
Euro prices	24	Money markets	24
Parabond prices	24	New list bond issues	24
Fixed interest indices	24	Recent issues, UK	24
FTSE-A World indices	24	Short-term interest rates	24
FTSE Gold Mines index	24	Stock markets at a glance	24
		US interest rates	24
		World stock markets	32

Exxon-Mobil merger alarms FTC

By Richard Wolfe in Washington

The planned merger between Exxon and Mobil raises extensive concerns over its impact on competition in key US markets and almost every sector of the industry, US antitrust officials warned yesterday.

In its first comments on its investigation of Exxon and Mobil, the Federal Trade Commission said it was prepared to take action in cases where a merger could affect competition "by even a small amount".

William Baer, director of the FTC's bureau of competition, stressed how the oil groups - whose combination would be the world's largest industrial merger - compete "at just

Antitrust agency may take action over planned deal

about every level of the industry". Speaking before congressmen on the House energy and power sub-committee, Mr Baer said the Exxon-Mobil investigation was "still at an early stage" and no conclusions had been reached.

But his testimony suggested antitrust officials were strongly considering action in several areas of the combined company's operations.

Antitrust officials are concerned that the combined company will be "the largest company or one of the largest players" in crude oil exploration, refining, petrochemical manufacturing and gasoline

marketing. The merged company would be most powerful in the north-eastern US, the Gulf coast and California.

Mr Baer said his staff, along with competition officials in 21 US states and the European Union, were examining how the merger would "change the competitive dynamics of this industry".

He said: "The Commission's inquiry is and has been to determine whether a merger would make it substantially likely that the remaining firms in the industry could reduce output and raise prices by even a small amount, to the detriment of consumers and

the Gulf coast. "It is vitally important for nearly all of this country east of the Mississippi to maintain a competitive Gulf coast refining market," he said. It was concerned that California also suffered from "tight supply".

Referring to past investigations and forced divestitures, Mr Baer said: "What we have learned... is that competition is critical to this industry and that concentration, as well as increases in concentration - even to levels that the antitrust agencies call 'moderately concentrated' - can have substantial adverse effects on competition."

Exxon and Mobil executives are due to testify before the subcommittee today.

Cathay Pacific suffers first loss since 1963

By Rahul Jacob in Hong Kong

A sharp regional downturn and excess capacity in the airline industry have helped push Cathay Pacific, the Hong Kong-based airline, to its first annual loss since 1963.

Peter Such, chairman, said: "1998 will stand out as one of the most difficult years in the history of Cathay Pacific, as the severe contraction of Asian economies inevitably took a heavy toll on many of our key markets."

"We feel the recovery is not just around the corner. No significant improvement is expected in 1999."

Cathay announced that it had reversed its HK\$5.2bn (\$700m) net loss for the year ended December 31 after exceptional items of HK\$990m, mostly reflecting provisions for older aircraft it is retiring from service.

In 1997, Cathay had a net profit of HK\$1.7bn. Turnover in 1998 dropped 12.9 per cent to HK\$26.6bn.

Excess capacity in the industry coupled with sharp competition among airlines to counter the regional slowdown resulted in a large drop in average fares. Fewer first class and business class passengers hurt Cathay's profitability as companies in the region consigned more executives to the back of the aircraft.

While average passenger loads were down just 0.7 per cent compared with 1997, average fares, or yields, plunged 18.9 per cent. From the middle of the year, there was some recovery in passenger loads, but at the expense of yields, said Mr Such.

Cathay Pacific's cargo services saw turnover drop 9.5 per cent to HK\$2.9bn in 1998. "The cargo operations were seriously disrupted by the start-up difficulties at the new Hong Kong International Airport, which accounted for a substantial revenue loss during July and August," Cathay said.

Like other airlines, Cathay benefited from lower oil prices. Mr Such said if the airline had paid as much for fuel in 1998 as it had in the previous year, its loss would have increased by HK\$1bn.

Cathay reduced its staffing from 18,000 to about 14,000, through attrition and redundancies last year. In spite of its progress in cutting costs, its base in costly Hong Kong is proving a liability. The company said the relatively higher costs of operating in Hong Kong owing to the devaluation of currencies elsewhere in the region had reduced the company's competitiveness.

"There is a lot of excess capacity on the long-haul routes and Cathay's competitors have a lower cost base than they do," said John Hetherington, an analyst with Paribas Asia Equity.

Cathay has put forward proposals to its pilots' union asking for substantial cuts in salary among senior pilots in return for share options.

However, the proposal has made little headway, leading to speculation the union might strike later this year. Senior flight crew based in Hong Kong are being asked to take a pay cut averaging 8 per cent.

The final dividend was cut from HK 17.5 cents to HK 7 cents, giving a total for the year of HK 10 cents (HK 39 cents).

DaimlerChrysler spurns Nissan

Carmaker refuses to take stake in Japanese group

By Michio Nakamoto in Tokyo and Haig Simoonian in Geneva

Nissan Motor said yesterday it would explore links with other motor companies after DaimlerChrysler decided not to take a stake in either the troubled Japanese carmaker or Nissan Diesel, its commercial vehicles arm.

Jürgen Schrempf, co-chairman of the German-UK group, flew to Tokyo to tell Yoshiaki Hanawa, Nissan president, that the decision had been taken in order to concentrate on the merger of Daimler and Chrysler, announced last May.

"This [decision] is the result of a three-month period where both parties assessed the strengths and financial options of a global co-operation," said Mr Schrempf. "We had to accept that the opportunities a close relationship with Nissan offer are not achievable as quickly and smoothly as initially expected."

The negotiations appear to have foundered on two main issues: Nissan's heavy debts, which total about ¥4,300bn (\$36bn), and the long haul expected until any deal produced significant profits.

Nissan has forecast group net losses of ¥30bn for the year to March, and had been looking to sell its 38.8 per cent stake in Nissan Diesel to reduce its debts.

The Japanese group said it would continue to explore other possible links, while continuing to look into co-



Negotiations stalled: DaimlerChrysler's Jürgen Schrempf, left, and Nissan president Yoshiaki Hanawa

operative projects with DaimlerChrysler. But it said it had not received any indication of interest from other companies.

Although Renault said yesterday it remained interested in buying control of Nissan Motor, the French group said it had not made a firm bid. The attractions for Renault of buying into Nissan are instant access to Japan and much of Asia - where Renault is barely present - and to the US.

But speaking at the Geneva motor show, Louis Schweitzer, Renault chairman, said: "We have always underlined that

[Nissan] was both an opportunity but also something not easy, on account of reasons associated with the company itself and its present situation, and cultural barriers that might exist."

The news of DaimlerChrysler's withdrawal from negotiations came after the close of Tokyo trading, and is likely to hit Nissan shares today. "There has been so much hope and expectation on the part of investors that Nissan will do a deal," said Chris Richter, analyst at HSBC Securities in Tokyo.

Nissan also said yesterday that it would post an extraordinary loss of ¥20bn due to a capital increase for Nissan Diesel Motor Sales, its 50 per cent owned subsidiary that is being merged with Nissan Diesel.

It said the capital increase, totalling ¥10bn, was to make up for the difference in the book value and real value of the investment made in domestic dealerships owned by Nissan Diesel Motor Sales.

Observer, Page 13  
Lax, Page 14  
Nissan red-faced, Page 18

Reliant Energy blazes trail to EU

By Andrew Taylor in London and Hilary Doughty in Houston

The first large takeover of a continental European electricity utility by a US group was confirmed yesterday when Reliant Energy agreed to buy Energie Produktie Bedrijf (UNA), the Dutch generator, for \$2.4bn.

Further cross-border deals are expected following the start last month of the phased liberalisation of European Union power markets.

Previously, US energy groups concentrated on buying electricity supply companies in the UK, which began liberalisation before most other EU countries.

US groups are seeking to make similar inroads in continental markets. Edison International is thought to be one of several US rivals outbid by Reliant for UNA, the fourth largest US electricity and gas supplier.

Reliant, previously known as Houston Industries, has agreed to pay \$800m for an initial 40 per cent stake in the Dutch utility that supplies 20 per cent of the country's electricity.

Reliant's holding in UNA, which is owned by the cities of Utrecht and Amsterdam and the province of North Holland, is due to rise to more than 50 per cent by 2002. The remaining shares must be purchased by 2005.

The US group, which has been involved in electricity privatisations in Latin America, said the western European power market was about one-third the size of the US market in terms of kilowatt hour sales.

Steve Lethetter, Reliant's president, said: "Europe is the

most important region outside the United States that offers the combination of deregulating power and gas markets and strong commercial, political and legal infrastructure."

An attempt by the company to break into the European market failed last year when Reliant was involved in abortive merger talks with PowerGen, the UK's third largest generator.

Under an EU directive, industrial and commercial customers using more than 40,000MWh a year must be allowed to move to a power supplier other than their current regional or national monopoly company.

About one-third of the Dutch electricity market has been opened to competition, affecting 650 of its largest industrial and commercial customers.

The directive has already prompted a surge in acquisitions, joint ventures and strategic stake-building among European utilities.

EdF, the French state-owned power monopoly, last year bought London Electricity in a deal worth \$3.2bn (£1.9bn). Imatran Voima (IVO), the Finnish power group, used its Swedish subsidiary, Gullspång Kraft, to purchase Stockholm Energi in a deal worth \$1.95bn.

Dutch electricity and gas companies, which tend to be smaller than neighbouring German, French and Belgian utilities, have been seeking to merge with each other or find international partners to reduce their vulnerability to predators.

Reliant said yesterday it intended to use its partnership with UNA as its "exclusive investment vehicle" in Europe.

MasterCard challenges Visa with new board structure

By John Authers in New York

MasterCard International, the global credit card association, is halving the size of its board to give greater influence to its biggest member banks, in the latest escalation of its battle with Visa.

Citigroup, which quit the board of Visa last month after a dispute over marketing, will gain a seat on the new MasterCard board. It said it would move a sizeable block of business from Visa to MasterCard.

At the heart of the move are conflicts of interest between the largest banks, which want to develop their own brand names, and smaller banks happy to develop the standard Visa and MasterCard brands.

John Reed, Citigroup's co-chief executive, had demanded a change in Visa's rules to allow the Visa logo to be moved to the back of the card, commenting that it was "astonishing" that the larger banks had so far tolerated a "communal" brand.

MasterCard signalled yesterday that it would be more receptive to members. Robert Selander, MasterCard's chief executive, said the change to the board demonstrated MasterCard's "flexibility and intense focus on serving our most important customers".

MasterCard's board will be reduced from 31 to 17, representing a global membership of more than 23,000 banks. Robert Willumstad, Citigroup's head of global consumer lending, will join the board.

Citigroup said: "We think the new board of MasterCard will be more in alignment with our strategic thinking, and we think we will be issuing a larger proportion of MasterCard Visa cards."

Industry executives have speculated for some time that MasterCard, which promotes its own brand through television advertising and sports sponsorship, would shift to a policy that offers more tailored services to the larger banks. It is much smaller than Visa, and it was thought that this offered MasterCard its best chance of long-term survival.

The new board will be chaired by Donald Boudreau, vice-chairman of Chase Manhattan, who has been chairman for a year.

This announcement appears as a matter of record only

JAPAN FINANCE CORPORATION  
FOR MUNICIPAL ENTERPRISES

Euro 500,000,000

3.625 per cent. Guaranteed Bonds due 2004

unconditionally and irrevocably guaranteed as to payment of principal and interest by

Japan

Issue Price: 101.212 per cent.

PARIBAS

SG INVESTMENT BANKING  
TOKYO-MITSUBISHI INTERNATIONAL PLC

ABN AMRO

BARCLAYS CAPITAL

DEUTSCHE BANK

HSBC MARKETS

IBJ INTERNATIONAL PLC

J.P. MORGAN SECURITIES LTD.

WARBURG DILLON READ



## COMPANIES &amp; FINANCE: THE AMERICAS

PHARMACEUTICALS GROUP INSISTS MOVE IS NOT A PRECURSOR TO SPIN-OFF

## DuPont to issue life sciences tracking stock

By Tracy Corrigan in New York

DuPont plans to issue a "tracking" stock for its life sciences business, in an effort to improve the chemicals and life sciences group's market valuation, and is discussing alliances with potential partners in the pharmaceuticals industry, the company said yesterday.

However, the group insists that the tracking stock, which will not be listed for at least nine months, is not a first step to spinning off the life sciences business as a separate company.

The tracking stock is designed to provide a separately valued security based on the earnings of DuPont's life sciences business, which had sales of \$4.3bn in 1998 and after-tax operating income of \$511m, excluding a non-recurring charge of \$922m.

"The underlying strength of DuPont is that we are in the science business," moving between chemicals and pharmaceuticals markets, said John Himes, a DuPont investor relations spokesman. "We believe it is appropriate to keep the company together."

However, analysts say that DuPont's poor stock market performance reflects scepticism about this characterisation of DuPont.

"Despite long-standing and emphatic arguments by the hybrid segment of the industry, the investment community has not been persuaded by the combination of chemicals and pharmaceuticals," said Viren Mehta, an analyst at Mehta Partners.

"The stock is clearly undervalued, partly due to the fact that the life sciences vision has not materialised

as rapidly as hoped," said Bill Fiala, chemicals analyst at Edward Jones, the St Louis-based brokerage.

He said he was sceptical about the tracking stock idea because "if you execute your plans properly, you will realise value. I thought it a little premature to throw in the towel".

Analysts were doubtful that DuPont's recent early-stage merger discussions with Monsanto would come to fruition, adding that although a merger of Monsanto and DuPont's life sciences business was a possibility, leadership issues and antitrust problems would still exist.

Referring to the company's pharmaceuticals strategy, Charles Holliday, DuPont chairman and chief executive officer, said: "Our goal is to bring our already solid DuPont pharmaceuticals to



Charles Holliday: seeking strategic alliances

critical mass through strategic alliances.

Analysts believe that DuPont is in discussions with European pharmaceutical companies and US biotechnology companies, but Mr Mehta noted that "just about every company is actively seeking alliances".

He added that DuPont had a strong base in some areas of pharmaceuticals, including cardiovascular and AIDS treatments.

Mr Holliday said that he expected to be able to conclude one or more alliances by the end of this year.

## Peruvian airline grounded by debts

By Sally Kinsman in Lima

Aeropero, the debt-ridden Peruvian flag-carrier that was privatised six years ago, is to suspend domestic flights from Sunday. Late on Tuesday it suspended all international services.

Raul del Solar, Aeropero's legal adviser, said the airline has debts of \$174m and assets of \$90m. However, in the past two months it has succeeded in restructuring \$90m of its total indebtedness. Aeropero will now in effect be mothballed for 60 days while efforts to refinance it are intensified.

Delta Airlines of the US, which acquired a 35 per cent stake in April 1986 for \$60m, said last December it would put no more money into the loss-making airline. Neither will the Mexican holding company Cintra, owner of Aeromexico and Mexicana, which has another 35 per cent.

Seeking fresh capital, Aeropero has been in talks with other potential partners since January. American Airlines, apparently the keenest, completed due diligence last week, but indicated the outstanding debt was still too large.

Aeropero's existence as a private company has been ill-starred from the outset. Rival Peruvian airline Faucett, originally the winning bidder in the 1982 auction, has since gone bankrupt. Lower Aeromexico alleged technical errors in the privatisation and subsequently ousted Faucett in a re-run.

In a statement from Mexico, Cintra said it had proved impossible to rescue the Peruvian airline, mainly because of the "high financial costs produced by an unmanageable debt".

Aeropero's withdrawal from the domestic market leaves Peru with only one real airline: Aerocontinente, whose aggressive pricing is blamed for having driven half-a-dozen competitors into liquidation in recent years.

## Tobacco sale lifts weight off RJR Nabisco

By Andrew Edgecliffe-Johnson

The 1988 leveraged buy-out of RJR Nabisco by Kohlberg Kravis Roberts may have gone down as one of the defining moments in US corporate history of the last decade, but Steven Goldstone, RJR Nabisco chairman, sees it differently.

On Tuesday, Mr Goldstone unveiled plans to sell the group's international tobacco operations to Japan Tobacco for \$8bn, and to spin the remaining domestic cigarettes business off into a separate company.

KKR's move may have been breathtakingly audacious, but it also saddled RJR Nabisco with \$26bn of debt. If there is a lesson from the group's last decade, Mr Goldstone said, "it is that you cannot thrive in a tough consumer market without a strong balance sheet".

Analysts believe the threat and reality of huge pay-outs to cover legal claims from sick smokers has weighed heavily on the valuation of the group's 80.4 per cent stake in Nabisco, best known for its Oreo cookies and Planters peanuts.

However, Mr Goldstone says the sell-off was motivated more by the need to sort out RJR Nabisco's balance sheet than to insulate the food division from future tobacco litigation.

"Even though it had great consumer brands, this company could not withstand some of the negative things that happened in the marketplace and the political arena," he said.

Mr Goldstone believes Nabisco fell behind its rivals by investing too little in marketing for a decade, and suffered from having to sell off valuable parts of its portfolio just to relieve the interest bill.

Now, he can look forward to a net \$6bn coming in from Japan Tobacco's unexpectedly generous offer for the Camel, Winston and Salem cigarette brands outside the

US. That will cut group debt by two-thirds, bringing the remaining tobacco business's debt down from more than \$6bn to \$1bn, and leaving Nabisco with about \$2bn net debt.

According to Martin Feldman, an analyst at Salomon Smith Barney, cutting the group's leverage will put the domestic tobacco business "in a stronger position to shield Nabisco Group Holdings (the holding company for the Nabisco stake) from most, if not all, litigation threats".

The company has been careful to make clear that Nabisco cannot be entirely isolated from future legal claims against the tobacco business, but Mr Feldman noted: "The industry has been remarkably successful at pushing most litigation claims to the tobacco manufacturing subsidiaries rather than the parent holding company".

Mr Goldstone, too, is confident that "the swirling controversy" surrounding tobacco will calm down once Nabisco is a stand-alone group, and that Nabisco, which has annual sales of \$5.4bn, can become "the jewel of the food world".

RJ Reynolds Tobacco, stripped of the \$8bn a year international sales, will be a smaller group, with sales of \$5.5bn, operating in a changed competitive environment.

This led one triumphant anti-tobacco pressure group to talk of the "disintegration" of the group.

Most analysts hope that splitting off tobacco from the food division will in fact lead to fuller valuations for both halves of RJR Nabisco.

Mr Goldstone may hope, in particular, that the multiple offered by Japan Tobacco, which was twice what BAT Industries paid for Rothmans, will prompt analysts to review their valuations of all tobacco stocks.

Japan Tobacco, Page 29

## Weak sales behind loss at Toys R Us

By Andrew Edgecliffe-Johnson in New York

Toys R Us fell into the red last year, dogged by restructuring charges and weak sales. The world's largest toy retailer said yesterday that the results suffered by comparison with 1997, when virtual pets, action figures and soft toys sold strongly.

The group is one of the few US retailers to have missed out on a prolonged consumer spending boom. Another, the former Wool-

worths group now renamed Venator, similarly reported heavy losses yesterday.

Ursula Moran, an analyst at Sanford C Bernstein, said Toys R Us had lost market share to discounters such as Wal-Mart and Target department stores, but that trading should begin to pick up in 1999. She added, however, that it would be difficult to tell before Christmas whether the company had done enough to restore its fortunes.

Robert Nakasone, chief

executive, gave more details of the group's strategy to redesign its stores. The scheme will be applied to about 300 stores in 1999 and a further 325 in 2000.

Sales slipped in the fourth quarter from \$5bn to \$4.9bn, and rose by just 1 per cent to \$11.3bn over the year. Same store sales were down 4 per cent in the US for 1998, and 2 per cent internationally.

A slide in fourth-quarter net earnings from \$69m to \$48m combined with \$68m of charges, most of which

were taken in the third quarter, to produce a \$106m net loss for the year, against net earnings of \$772m last time.

Restructuring also took a heavy toll on Venator. Although it reaped a \$4m gain for selling its headquarters - the landmark Woolworth building in New York - the disposals of its specialist footwear and German general stores created a \$130m charge last year.

Group sales slipped from \$4.61bn to \$4.56bn in 1998, with a 5.5 per cent like-for-like decline in the period, while the net loss deepened from \$10m to \$126m.

Roger Farah, chairman and chief executive, admitted the results were disappointing, and reflected internal issues such as delayed store openings as well as "difficult industry trends".

Having sold the last vestiges of the 119-year-old Woolworth empire last September, his collection of Foot Locker stores are now the world's largest athletic footwear retailer.

## Mexico raises cost of telephone calls

By Henry Tricks in Mexico City

Mexico's long-distance telephone tariffs rose yesterday by up to 14.5 per cent, the first increase since competition was introduced in 1997 and a boost to the earnings prospects of Telmex, the top telecoms provider.

Cofetel, the regulatory agency, said the cost of local services, in which Telmex had a monopoly until this year, also rose by 4.07 per cent, with similar rises scheduled for July and October.

The rise in long-distance tariffs was considered a wel-

come break for Telmex's competitors, such as Alestra and Avantel, which have suffered steep losses. Since 1997, national long-distance tariffs had fallen by half, which they claimed was Telmex's way of driving them out of business.

For Telmex, higher tariffs

were considered good for earnings, though they were less than the 18.6 per cent inflation rate last year, requiring 4.5 per cent productivity gains.

Rizwan Ali, a telecommunications analyst at Bear Stearns in New York, said he raised his earnings estimates

for Telmex from \$4.50 per ADR to \$5.10 after the announcement.

Rumours of the tariff increase have helped push up Telmex shares from 23.8 pesos on January 1 to more than 31 pesos, with a 2.5 per cent increase yesterday morning alone.

**PacificCorp Australia LLC**

US\$400,000,000  
6.15% Notes due 2008

Guaranteed by  
PacificCorp Australia Hldgs Pty Ltd  
Powercor Australia Ltd

Bookrunner

**JPMorgan**  
Debut Issue/January 1999

**United Utilities PLC**

US\$500,000,000  
6.45% Notes due 2008

Bookrunner

**JPMorgan**  
Debut Issue/March 1999

**Woodside Finance Ltd.**

US\$250,000,000  
6.6% Notes due 2005

Guaranteed by  
Woodside Petroleum Ltd.  
Woodside Oil Ltd.  
Woodside Petroleum Development Pty. Ltd.  
Mid-Eastern Oil Ltd.

Bookrunner

**JPMorgan**  
Debut Issue/April 1999

**WPP Finance (USA) Corporation**

US\$200,000,000  
6.7% Notes due 2005

US\$100,000,000  
6.7% Notes due 2008

Guaranteed by  
**WPP Group plc**

Joint bookrunner

**JPMorgan**  
Debut Issue/July 1999

**United Utilities PLC**

US\$350,000,000  
6.7% Notes due 2005

US\$400,000,000  
6.7% Notes due 2025

Bookrunner

**JPMorgan**  
July 1999

**Diageo Capital plc**

US\$500,000,000  
6.7% Guaranteed Notes due 2005

Guaranteed by  
**Diageo plc**

Bookrunner

**JPMorgan**  
Debut Issue/July 1999

**United Energy Limited**

US\$200,000,000  
6% Guaranteed Notes due 2005

Bookrunner

**JPMorgan**  
Debut Issue/October 1999

**Hyder plc**

US\$225,000,000  
6.7% Notes due 2008

US\$300,000,000  
7.7% Notes due 2025

Bookrunner

**JPMorgan**  
December 1999

## Leadership in Yankee bonds

#1 bookrunner for Yankee bonds in 1998

#1 bookrunner for debut Yankee bonds from 1994-98

Source: IFR/SDC Omnibase

JPMorgan

strategic advice • mergers &amp; acquisitions • debt &amp; equity capital raising • swaps &amp; derivatives • credit arrangement &amp; loan syndication • sales &amp; trading • asset management

All of these securities have been sold. These announcements appear as a matter of record only. J.P. Morgan Securities Inc. was bookrunner on these transactions. ©1999 J.P. Morgan & Co. Incorporated. J.P. Morgan Securities Inc., member SIPC. This material has been approved for issue in the UK by J.P. Morgan Securities Ltd, which is a member of the London Stock Exchange and is regulated by the SFA. J.P. Morgan is the marketing name for J.P. Morgan & Co. Incorporated and for its subsidiaries worldwide.

Handwritten signature: J.P. Morgan



## COMPANIES &amp; FINANCE: INTERNATIONAL

Alcatel  
free to  
focus on  
telecoms

By David Owen in Paris

The French government is to allow Alcatel to pull out of Framatome, the nuclear construction and connectors company, according to Serge Tchuruk, chairman of the French telecommunications equipment group.

Mr Tchuruk made the disclosure in an interview ahead of today's annual results presentation. "The French government said 'yes', you are going to get out. We have decided to let you out," the Alcatel chairman said.

He made clear, however, that details of how the withdrawal would take place had yet to be decided.

A disposal of the group's 44 per cent Framatome holding would probably be welcomed by analysts on the grounds that such a move would further reduce potential distractions from its core telecoms business.

For Mr Tchuruk, Alcatel's transformation from a conglomerate into a telecom-focused company is already complete, with non-telecom operations taking "less than 1 per cent of management time".

On Thomson-CSF, the defence electronics group in which Alcatel has a 16 per cent stake, he said that "contrary to what has been said, Thomson can very well conduct an alliance with an American company".

He said he was "restricting the scope" of technological co-operation with Thomson while waiting to learn the identity of any new partner.

"Thomson is courted now by the entire earth because it is a company with strong upside potential," he said.

Questioned on Alcatel's apparent offer to exchange its Framatome stake for an increased interest in Thomson in the context of the recent auction for the General Electric Company's Marconi defence business, he said: "An increased stake of Alcatel in Thomson is much more meaningful than maintaining a stake in Framatome. Thomson is a large company and it is liquid, so I am entirely flexible."

He made clear that Thomson was not regarded as a core business. "I never said defence is a core business. I said that I would try to take advantage of convergent technologies between defence and civilian activities. This I believe is still true, but it all depends on what partner if any comes in," Mr Tchuruk said.

He also said Alcatel had a capital gain potential of €2bn (\$3.3bn) from non-core businesses.

## INTERVIEW SERGE TCHURUK

## On the road back to respectability

By David Owen

These are critical times for Alcatel, the French telecommunications equipment company, and Serge Tchuruk, its chairman.

Having been slammed by the market for an unexpected profit warning last September, the company appeared finally last week to have started the long haul back to respectability when two US acquisitions aimed at strengthening its position in the fast-growing data networking market were favourably received.

Today, a big part of Mr Tchuruk's task in the group's 1998 results presentation will be to build on that positive momentum.

This will probably involve persuading analysts that the objective of an 8 per cent operating margin in 2000 is attainable. Preliminary 1998 figures put income from operations in the unit at FF44bn (\$6.6bn) on sales of FF92.2bn.

Interviewed in Paris this week, the Alcatel chairman makes clear that the data networking thrust which has seen the group acquire three US companies in five months for nearly \$2.7bn had been

on the cards for a long time.

"The fact that we acquired Xylan [a corporate data switching specialist bought last week for \$2bn] is not a sudden bright idea which came to mind after the September crisis," he says. "We have been trying to buy Xylan for two years."

"We have made a choice and we have purchased precisely what we wanted. We wanted to go for top of the range technology and to try to leapfrog some of the existing products on the market. This does not guarantee success but it at least erases the problem of technological advances."

Having completed the acquisition of DSC Communications, another US telecoms equipment company, in September, it is little surprise that the US has become Alcatel's largest single market, with about \$3bn of annual telecoms turnover, close to \$4bn if telecoms components are added.

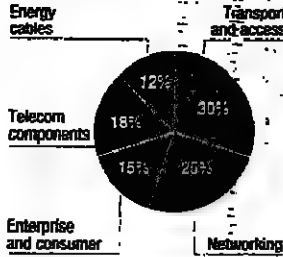
Mr Tchuruk says the company thinks it can double this figure in less than three years. He says the market is growing at about 12 per cent a year.

"We should far exceed the market growth. At a time while we hear Lucent and a

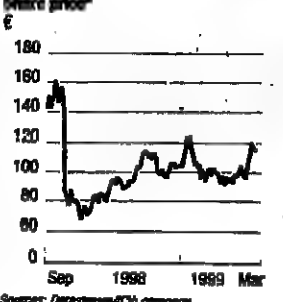
## Alcatel

Worldwide sales by activity

Total €21.3bn (1998 estimate)



Share price



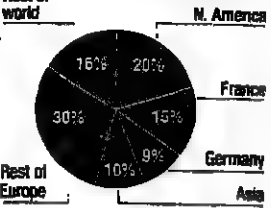
Source: Datastream/FTSE company



Serge Tchuruk, chairman

Telecom sales by region

1998 estimated pro forma after DSC acquisition



\* Historical data translated into euros using fixed-in rate of Dec 31 1998

few others are making a lot of noise on the way they are going to invade the world, you look at hard facts: Alcatel has been doing much better in the US than some others are claiming to do in Europe.

"Whether or not the recent upturn in fortunes and senti-

ment about the company is durable may hinge in part on whether a theory that the Alcatel chairman hatches on the evolution of the market is correct. Telecoms markets, he argues, are entering a new era. This could be characterised as the age of the integrators.

"There has been a period of a few years where what I call the box-sellers have been very successful on the market," he says. "This I believe is coming to an end. The new game in town is integration ability - end-to-end networking. There are only a few companies worldwide able to carry out this end-to-end networking."

After the trials of recent months, what are his views on the current balance of power between managers such as himself and the owners, or shareholders, who gave Alcatel such a rough ride in the wake of its interim figures?

He suggests that the balance may have tilted too far in favour of shareholders. "But I should add that this extreme was probably needed."

"One of the things one has to avoid of course is taking stupid business decisions just to make sure that every quarter you deliver the kind of things that shareholders are expecting. I have seen some examples which are frightening." Is this the ultimate form of short-termism? "Yes, but you know the ultimate short-termism is not that far from what is happening in many companies."

Morgan chief  
Mack failed to  
win promotion

By Tracy Corrigan in New York

John Mack, chief operating officer of Morgan Stanley Dean Witter, failed in an attempt last summer to be promoted to co-chief executive officer of the company alongside chairman and chief executive officer Philip Purcell, according to people close to the situation.

Mr Mack, widely expected to be the next leader of Morgan Stanley prior to its merger with Dean Witter two years ago, accepted the number two position in the merged company, facilitating completion of the deal.

However, Mr Mack failed to secure Mr Purcell's backing for his move, and this is said to have soured relations between the two, leading to speculation that Mr Mack might leave.

The merger of Morgan Stanley Dean Witter is widely viewed as one of the most successful examples of consolidation within the financial services industry, bringing together Morgan Stanley's top-tier investment banking franchise and Dean

Witter's brokerage network.

Although many predicted that the merger would provoke a culture clash between the elitist investment bankers of Morgan Stanley and Dean Witter's brokers, Morgan Stanley Dean Witter's financial performance has made it a star of the investment banking sector.

Last year, it weathered the storm surrounding Russia's debt default and the near-collapse of Long-Term Capital Management much better than most of its rivals, and reported only a 5 per cent dip in earnings in the third quarter and record profits for the year.

Morgan Stanley officials were unavailable for comment. But a spokesperson was quoted in the Wall Street Journal saying: "Mr Mack and Mr Purcell discussed the merits of a co-CEO structure last summer but mutually agreed that such a structure would not provide a better platform for the management of our company." He added the discussions did not indicate that Mr Mack was rebuffed.

Strong  
sales lift  
Thomson

By Edward Alden in Toronto

Thomson, the Canadian publishing group, rebounded from a disappointing third quarter to post a 7 per cent gain in fourth-quarter operating profits on strong sales from all five of its divisions.

Thomson pleased investors last year by selling its travel business, disposing of 29 other non-core businesses and completing its restructuring into a pure publishing company. But the share price dropped sharply after higher marketing costs and Year 2000 compliance efforts hurt its third-quarter results. Thomson shares rose \$3.55 to C\$88.75 in mid-day trading yesterday, up from less than C\$82 on the news from the previous quarter.

In the fourth quarter to December 31, earnings from continuing operations rose from 42 to 45 US cents per share. Revenues rose from US\$1.64bn to US\$1.88bn on sharply higher sales in its financial, legal and regulatory divisions. The educational, scientific and newspaper divisions, which includes Canada's Globe & Mail, also advanced.

Thomson also reported that 38 per cent of its 1998 revenues came from electronic products, including US\$200m in internet sales.

BUFFETT & NETJETS®  
THE DEFINITION  
OF LEADERSHIP.

Warren Buffett has been labeled a quality conscious investor. So we took it as a huge compliment four years ago when he chose the NetJets fractional aircraft ownership program to fulfill his family's personal travel needs.

After his family experienced NetJets' friendly and reliable service, Mr. Buffett made two more decisions: he switched his business travel to NetJets and then bought the company, making NetJets part of the distinguished Berkshire Hathaway Company.

His reasons were clear. NetJets is far and away the worldwide leader in fractional aircraft ownership. It has the largest fleet, the broadest selection of the world's finest aircraft, more fractional ownership solutions, more customer service and support, and extraordinary financial strength. Purchase or lease only the fractional interest you actually need, save millions of dollars over full aircraft ownership and enjoy guaranteed availability, costs and liquidity of your asset.

Warren Buffett knows leadership when he sees it. So do as he did. Acquire an ownership interest in NetJets and learn how easy and affordable the ultimate in business and personal transportation can be.

NetJets®

A Berkshire Hathaway Inc. Company

In Europe call 41-41-798-1616. In the U.S. call 1-800-821-2299.



In Europe, we offer fractional shares in the Citation III, Citation V, Hawker 800XP, and Falcon 2000. In the U.S., we offer fractional shares in the Citation V, Citation Excel, Citation V, Hawker 800XP, Hawker 1000, Citation X, Falcon 2000, Gulfstream IV-SP, Gulfstream V and the Boeing Business Jet.

**OTE**  
OTE, a Fortune 500 company and the leading telecommunications company in South East Europe, is expanding by acquiring substantial equity interest in the region's telecommunication organizations with emphasis in Balkan countries.

In order to support its investments in these new markets, OTE is searching for competent executives, with international experience, preferably in Telecommunications at the levels of:

CEO  
General Directors  
Directors

The areas of specialization include:  
Human Resources Management  
Commercial / Marketing / Sales  
Technical (PSTN - Wireless and Mobile Communications)  
Financial  
Development  
Operations  
IT / MIS

The minimum requirements for all candidates are:

- A University degree; a postgraduate degree will be considered an asset
- Fluency in Greek and English and, ideally, good command of a Balkan language
- Relevant management experience of at least 10 years for the CEO, at least 5 years for the General Directors and at least 3 years for the Directors

We offer:

- Internationally competitive remuneration package
- Excellent working environment
- Long term career prospects

If you meet the required qualifications and these opportunities appear attractive to you, please send your resume in Greek and in English with a cover letter by March 31, 1999 to the following address:

Reference "005001"  
PO Box 61038  
151 22 Marousi, Greece

All applications will be treated in strict confidence.

This search is undertaken by OTE in cooperation with EGON ZEHNDER INTERNATIONAL management consultants.

Egon  
Zehnder  
International  
MANAGEMENT CONSULTANTS



## COMPANIES AND FINANCE: INTERNATIONAL

## Rejection by DaimlerChrysler leaves Nissan red-faced

The debt-laden Japanese carmaker needs a partner to provide it with badly-needed funds, writes Michiyo Nakamoto

Rejection by DaimlerChrysler comes as a deep embarrassment for Nissan Motor, Japan's second largest carmaker and proud icon of Japanese manufacturing prowess. The group will now have to pick up the pieces and try to find another partner or come up with its own recovery plan.

Not only is Nissan staring at another year of losses - it is forecasting ¥30bn in group net losses in the year to March - but it also has a mountain of debt that must be reduced if the group is to remain competitive.

"What Nissan needs now is access to funds and a reduction in costs so that it can invest in competitive products. The problem is that it cannot rely on its banks, so it needs a partner to provide it with a capital injection," says Noriyuki Matsushima, analyst at Nikko Salomon Smith Barney.

Mr Matsushima believes that, given a grace period of three years to put its house back in order, Nissan could stage a recovery. Its expertise in environmentally

friendly technologies, for example, will be critical as leading industrialised markets adopt increasingly stringent environmental rules. "Only companies that have such technology will be able to survive, and Nissan is one of them," Mr Matsushima notes.

First and foremost, however, Nissan needs to tackle its ¥4,300bn group debt. The plan is to bring debt down to ¥1,400bn to enable the company to invest in the future, and to reduce costs by ¥400bn by 2000.

Yoshikazu Hanawa, president, has been aggressively cutting costs by divesting non-core assets - it has recently sold stakes in various companies as well as its company headquarters - and consolidating sales channels.

In addition, in a bold move for a Japanese company, Nissan is also addressing the problem of its overcapacity in Japan. The group, which produced just 1.62m cars in Japan last year compared with the peak capacity of 2.5m hit in 1988, will lose 100,000 units of production

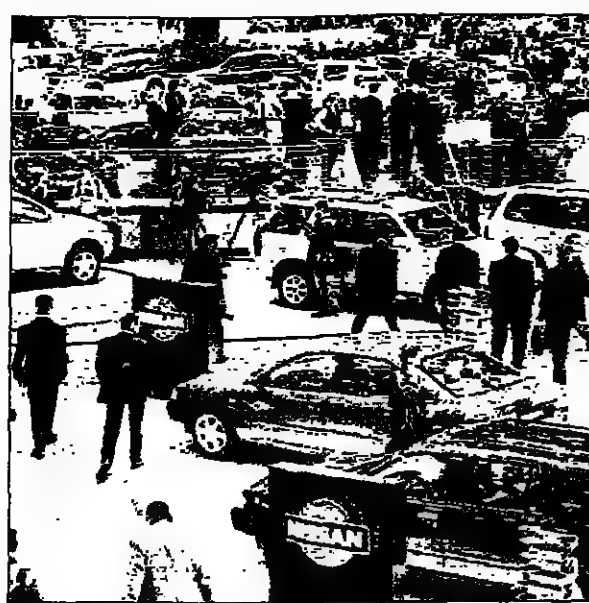
capacity when it consolidates vehicle production at Aichi Kikai Kogyo into another plant in Tochigi prefecture.

Unfortunately, however, the speed of cost reductions has not been able to keep up with the speed of change, and the competitive pressures, in the auto industry.

That is why Nissan needs a partner to provide not only badly needed funds but also a channel for its technology enabling it to realise economies of scale, says Mr Matsushima. With banks such as Fuji and Industrial Bank of Japan too weak to support a struggling company, an industry partner is Nissan's best hope for getting itself back on the road.

But DaimlerChrysler's decision not to invest in Nissan will raise further speculation about the Japanese company's group debts. Although Nissan publishes its debt figures, there are strong suspicions that group companies, such as Nissan Diesel Motor Sales, also have high debts, which are not revealed.

"It will be difficult for Nissan to find another partner,"



Sales push Nissan's stand at the Geneva motor show Reuters

says Chris Richter, analyst at HSBC Securities in Tokyo. "The lesson of Rover and BMW is still fresh enough in everyone's minds that they would be cautious about taking a stake in a company with so many problems."

Renault, which analysts believe is seeking a controlling 33.4 per cent stake, yesterday shed little light on the state of its talks.

However, observers noted that if a deal were to be struck, Nissan would probably want to announce it as soon as possible, and certainly within its current

financial year, which ends on March 31.

Both Mr Richter and Mr Matsushima agree that failure to find a partner would have serious consequences. "Nissan doesn't face a static competition - it faces a competition that is hurtling ahead of it," says Mr Richter.

If Nissan has trouble raising funds, the gap between Nissan and stronger competitors, such as Toyota and Honda, could widen further, he warns.

That would give Nissan a much more serious problem than a red face.

## Pechiney to float main stake in can business

By David Owen in Paris

Pechiney, the French aluminium and packaging company, is planning to float a majority stake in its beverage can business in a move aimed at speeding the development of other group activities.

The company said yesterday its board had approved in principle an initial public offering project and mandated management to study its feasibility.

It said the operation should be finalised by the end of 1999 if financial market conditions were favourable.

Based on 1998 accounts, the activities to be contributed to the new entity should represent €2.2bn (\$2.4bn) of net sales and €197m of earnings from operations. It would be listed on the New York stock exchange.

Jean-Pierre Rodier, chairman, said in an interview that the move would enable Pechiney to use its balance sheet as well as its cashflow to exploit growth opportunities in aluminium and plastic packaging, which he described as "an extremely dynamic sector" where there is much to be done.

He said the group had too much debt to be able to say it was going to be "very active" in aluminium and beverage cans and plastic packaging.

As at December 31, 1998, the group's gearing stood at 75 per cent against 85 per cent a year earlier.

He said the long-term idea was for the group to sell out of the beverage cans business altogether.

Analysts welcomed the move, saying the valuation of the new entity would depend on its debt structure. "It is an excellent idea for two reasons," said Emil Morfett, mining analyst with J.P. Morgan Securities.

"First, the US beverage can market is a mature market. It is very low growth and aluminium cans have been losing market share over the longer term to plastic and glass bottles.

"Second, it means they will be able to redeploy the capital in other areas which are strategically much more important. Over three-to-four years, you can see major benefits coming through."

Yesterday's developments came as the company reported a 12 per cent advance in annual net income from FF1.81bn to FF2.04bn (\$310m, \$338m). Earnings per share advanced from FF22.88 to FF24.51. The result was achieved on sales down from FF8.7bn to FF8.45bn. The company proposed a dividend of €0.80 per 'A' share.

## NEWS DIGEST

## CONSUMER GOODS

## Unilever faces block on anti-cholesterol spread

Unilever, the Anglo-Dutch consumer goods group, has run into unexpected opposition to its plans to launch a cholesterol-reducing spread in the European Union. Two member states have blocked approval of Flora pro-activ, which reduces cholesterol and cuts the risk of heart disease, under the EU's procedure for vetting novel foods.

Germany and Sweden are believed to have asked for further clarification during the 60-day comment period which followed approval by the Dutch novel foods regulator and which ended on Tuesday. Their objections are understood to relate to the health-enhancing qualities of pharmaceuticals as well as nutritional features. The European Commission can override the objections by majority voting, but may decide to conduct further studies before giving its approval.

Unilever said: "We will continue to give full co-operation and clarify any questions raised. The novel foods process is crucial in building consumer confidence in functional foods." Benecol, a rival anti-cholesterol spread produced by Raisio, a Finnish food and chemicals group, is not affected by the decision. It is free to launch throughout the EU, having been sold in Finland since 1995 - before Brussels introduced the novel food regulations. John Wilman

## AGRICULTURE

## Norske Hydro targets Europe

Norsk Hydro, Norway's largest industrial group, yesterday revealed details of a Nkr1.5bn (\$191m) operating profit improvement plan targeting its agriculture operations in Europe, its largest and worst performing business. The sweeping restructuring, involving 700 job losses, is the first sign the company is implementing a sweeping Nkr5bn restructuring plan announced last month following a 28 per cent fall in 1998 profits.

The fertiliser, energy, metals and chemicals conglomerate plans to realise Nkr1.5bn of the identified Nkr2.5bn in operating profit improvements by the end of 2001 within the business Hydro Agri Europe.

The company also announced plans to cut Nkr1bn in costs through more efficient production, leaner organisations in sales administration and business support and reduction in business development spending. It will improve its purchasing of energy, raw materials and equipment, as well as logistical costs. Valeria Skold, Oslo

## GRAPHITE

## SGL Carbon downbeat

SGL Carbon, the German graphite producer, yesterday forecast a gloomy year ahead due to the recession in the North American and western European steel industries, as well as the continuing difficult market for semiconductors. It expects this year's operating profit to be even lower than in 1998, when comparable operating profit fell 9 per cent to DM343m (£175.4m, \$191m).

Robert Kohler, chairman, said he did not expect demand for graphite electrodes and carbon products to rise in the foreseeable future, but that he expects specialty graphite sales and its technology business to grow in 1999.

Last year, SGL Carbon recorded a DM264m net loss, which was burdened by DM90m in restructuring costs and DM410m in charges related to a pending antitrust investigation in the US. While the company could still profit from a strong first half in 1998, it entered a deep trough in the fourth quarter, it said. Uta Harnischfeger, Frankfurt

## FOOD RETAILING

## Supersol earnings stall

Supersol, Israel's largest food retailing store, yesterday reported sluggish earnings for last year, with profits under pressure from increasing competition, previous unsuccessful diversification and an economic slowdown. Net income, which includes a one-time net gain of Shk15m, amounted to Shk127m (\$31.5m) compared with Shk121.5m in 1997. Revenues rose slightly to Shk5.13bn from Shk4.94bn over the same period. Earnings per share fell Shk0.10 to Shk0.60. There was some pickup over the last quarter, with sales rising from Shk1.22bn to Shk1.26bn but net income fell by nearly Shk10m, to Shk26m despite a net capital gain of Shk10m. Judy Dempsey, Jerusalem

## German-US group mulls Asia options

By Uta Harnischfeger in Frankfurt and Hiel Simonian

The collapse of talks between DaimlerChrysler and Nissan Motor will put new pressure on the German-US group to meet its pledge to generate between 20-25 per cent of sales in Asia, but analysts argue its Asian options are limited.

It could adapt existing models to regional tastes. While the group's Mercedes-Benz marque would be too upmarket, it could try to

adapt Chrysler products, or develop a new volume brand for Asia.

Both alternatives, however, face drawbacks. Developing new cars or adapting existing models would take time, while building up local market share would take even longer.

That explains why many analysts argue DaimlerChrysler's best option remains to work with a regional car company. "The way Asian markets are structured, going with [local]

partners is the likeliest option," said Christian Breitsprecher, analyst at Deutsche Bank in Frankfurt.

The need for local expertise is compounded by the nature of demand in Asia. Unlike Europe or the US, demand in the region varies widely, and the "one size fits all" approach does not work.

In Japan, for example, access to local dealerships and detailed knowledge of distribution systems are essential.

That suggests Mitsubishi

Motors could be DaimlerChrysler's next target. The Japanese car and truck group has a long-standing relationship with Chrysler, previously one of its biggest shareholders. Before DaimlerChrysler's ultimately fruitless talks with Nissan, many expected Mitsubishi to be the group's ultimate Asian partner.

Mitsubishi's exposure has increased after this year's sale by Volvo of its car operations to Ford. The two companies had worked

closely in cars, via their NedCar venture in the Netherlands, but few expect Ford to preserve that relationship.

DaimlerChrysler's options in trucks look trickier. Though Mitsubishi, one of Japan's leading truck-makers, could be an alternative, the Japanese group has links with Volvo in commercial vehicles, and the Swedes would probably fight hard to prevent their Japanese partner falling to DaimlerChrysler - probably their biggest rival in the truck market.

## Net income of FRF 7.3 billion (EUR 1.11 billion)

## A STRONG FORCE IN CREATING VALUE FOR SHAREHOLDERS

In 1998, BNP continued to make in-depth improvements in performance.

Domestic banking improved its income significantly due to sales strength and continuing control over operating expenses. Net income (pre-tax and based on normalised equity) rose 49% to FRF 5,075 million (EUR 771 million).

Foreign banking outside the Euro Countries grew at a much more rapid pace. BNP merged its subsidiary Bank of the West with First Hawaiian Bank, creating a multi-name banking group with 21 branches and 80,000 customers in the western United States. BNP also lifted its stake in BNPi, which operates in the Mediterranean and Indian Ocean basins, to more than 97%. All in all, net income from this activity rose 4% to FRF 1,012 million (EUR 154 million).

Global customers and markets reported good results in a year of financial market turmoil, due to strong risk control and the remarkable performances of each business line, particularly specialised financing and equities. Net income from this activity, although in slight retreat from last year (+4.5%), remained clearly profitable, standing at FRF 4,245 million (EUR 647 million).

## INNOVATION AND QUALITY SERVICE TO CUSTOMERS

Over a five-year period, BNP has gone through an in-depth reorganisation in order to serve its customers better. In domestic retail banking, the sales force increased 10%, the branch network was continuously adapted and modernised, and a research and innovation team with more than 200 employees was created to offer new products and services. A quality programme that includes regular measures of customer satisfaction was also implemented.

For large corporate customers, BNP has developed dedicated teams that are organised on an international level. Business lines have been created to give customers access to worldwide expertise and value-added services.

Information technology, the industrial heart of the bank, demonstrated its high level performance with the conversion to the euro and ISO certification 9002 of the entire operating system.

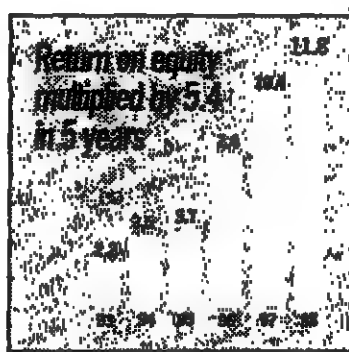
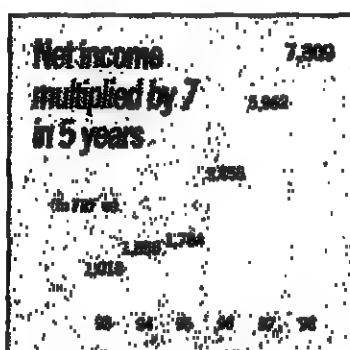
## HUMAN RESOURCE MANAGEMENT THAT IS RIGOROUS AND MOTIVATING

Since 1993, BNP has implemented a system of managing its human resources in a spirit of partnership with employees, which has enabled it to respond to the elimination of jobs due to technological progress without resorting to layoffs. The reduction in total staff has been limited to 4,200, and 7,500 employees were transferred into commercial positions. Over the same period, there were 3,900 new hires. BNP has also implemented motivating remuneration policies. Overall profit-sharing has multiplied by 3 as have matching contributions to encourage employee savings.

## A SOLID BALANCE SHEET AND CONTINUOUS POLICY OF RISK MANAGEMENT

Between 1993 and 1998, average share capital rose from FRF 45.3 billion (EUR 6.9 billion) to FRF 62.1 billion (EUR 9.5 billion). The reserves for general banking risks stands at FRF 6.8 billion (EUR 1 billion), and an unallocated provision for unforeseeable sector risks totals FRF 1.4 billion (EUR 0.2 billion). Today, BNP's equity investment portfolio includes FRF 12 billion (EUR 1.8 billion) in unrealised capital gains.

Risk is subject to particularly disciplined policies in respect of controls and provisioning. In 1998, BNP's commitments in countries hit by financial crises continued to diminish. There was also substantial additional provisioning, notably FRF 1.9 billion (EUR 290 million) in sensitive Asian countries, FRF 1.4 billion (EUR 219 million) for Russia and FRF 0.9 billion (EUR 133 million) in general provisions for other countries. Total provisions for country risk (FRF 15.2 billion or EUR 2.3 billion) are more than sufficient to cover Group provisioning requirements.



## A sharp rise in income in 1998

	1998 (FRF million)	1997 (FRF million)	% change	1998 (EUR million)
Net banking income	48,315	44,066	10%	7.37
Operating expenses	(32,917)	(30,631)	7%	(5.02)
Gross operating income	15,398	13,435	14%	2.35
Provisions	(7,892)	(6,785)	16%	(1.20)
Nonbank, rental and miscellaneous	2,974	1,366	89%	0.45
Pre-tax income	10,480	8,216	27%	1.60
Taxes	(2,823)	(1,997)	41%	0.43
Consolidated net income	7,657	6,219	23%	1.17
Net income (permanently owned)	7,309	5,962	22%	1.11

The Board of Directors will recommend that the shareholders allocate (FRF 1.11 billion) to the reserve for general banking risks.

"1998 was a very good year for BNP. Once again, the company exceeded the objectives it set for profits, which totaled FRF 7.3 billion, as well as return on equity, which amounted to 11.8%. BNP teams can be proud of these results, which were achieved in what was for some activities a particularly difficult environment. Since privatisation in 1993, BNP has never stopped moving forward, through an ambitious strategy of creating value for shareholders, while improving the quality of services to customers and implementing a motivating human resources policy for its teams. Our new project, BNP 2002, is another challenge to improve our Group profitability through sustained development of different businesses in France and worldwide. This development will be achieved through sustained internal growth. We will also seize new opportunities of external growth that we believe to be advantageous to our shareholders, customers and teams. BNP has the means to meet its objective: growth in profitability."

Michel Pebercan  
Chairman and Chief Executive Officer

An international group present in 80 countries.  
The leading bank for companies and exporters  
5 million customers in France  
Very high level in technology and quality  
Growth in profitability

An employment policy stressing solidarity  
no lay-offs since privatisation,  
and more than 1,000 hires of young people  
in 1998 that are planned again in 1999



BANQUE NATIONALE DE PARIS  
www.bnp.fr

## BTR SIEBE

OTC Symbol: BTRSY

SPONSORED AMERICAN DEPOSITORY  
RECEIPT (ADR) FACILITY

Established by



www.bankofny.com/adr

This announcement appears as a matter of record only.



## BANKING MILAN GROUP SEEN AS NEXT CANDIDATE FOR TAKEOVER

## BCI shares soar on merger speculation

By Paul Betts in Milan

Banca Commerciale Italiana, the Milan privatised bank widely regarded as the country's next large banking merger candidate, was yesterday at the centre of intense takeover speculation, which pushed its share price up 8.58 per cent.

After late heavy trading on the Milan stock exchange, BCI shares closed at a high for this year of €6.93. The sharp rise followed market rumours that a bid for BCI was being prepared by Unicredit, the banking group formed by the recent merger of Milan's Credito Italiano and three north Italian

regional banks. Speculation of a possible move on BCI by another large north Italian banking group has intensified following last week's alliance between Banca di Roma and ABN Amro, the Dutch banking group.

BCI and Banca di Roma have been involved in on and off merger talks for the past 12 months. But the Banca di Roma deal with the Dutch group has been widely regarded as bringing to an end any merger with BCI.

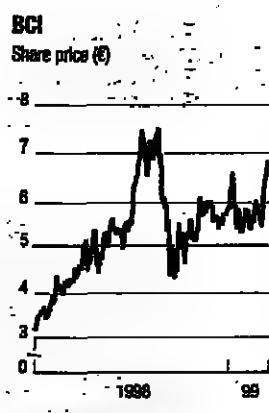
Unicredit, whose shares also rose more than 5 per cent yesterday, last night denied it was preparing a bid for BCI.

Milan banking analysts

said they would be surprised to see Unicredit mount an unsolicited bid for its Milan rival. They added that any eventual deal would probably have to be negotiated on a friendly basis because BCI's core shareholding base included several heavy weights of Italian finance and business.

However, the analysts did not rule out the possibility of the two sides moving closer now that Banca di Roma had forged its Dutch alliance.

San Paolo IMI, the banking group based in Turin, has also been regarded as a possible merger partner for BCI. The Turin group had studied such a scheme before BCI



entered into a new round of negotiations with Banca di Roma last year.

Although San Paolo IMI recently acquired a 2.1 per cent stake in BCI, the Turin group yesterday reiterated that the stake was a trading investment and did not constitute the start of a strategic collaboration with the Milan bank.

## NEWS DIGEST

## AIRLINES

## Lufthansa boosted by sale of Hapag-Lloyd

Lufthansa, Germany's flag carrier, yesterday published better-than-expected 1998 core earnings data, but did not reveal the widely awaited operating profit figure. Lufthansa said that its 4.5 per cent rise in revenues to DM22.5bn (£11.5bn, \$12.6bn) stemmed from increased capacity utilisation and sustained cost-cutting. Earlier this week, Lufthansa warned it may be unable to sustain its 73.7 per cent capacity utilisation in 1999. That warning was in line with earlier comments by Jürgen Weber, chairman, who remained cautious about the year ahead.

Boosted by an extraordinary gain of DM377m from the sale of its stake in Hapag-Lloyd, Lufthansa showed a 40 per cent rise in its pre-tax profit to more than DM2.4bn. Uta Harnischfeger, Frankfurt

## BUILDING MATERIALS

## Lafarge advances 26%

Lafarge, the French building materials group, yesterday reported a 26 per cent advance in net attributable profit to FF4.08bn (£466m, \$505m). Earnings per share climbed 19 per cent to FF4.32. Turnover rose 53 per cent to FF4.43bn, an advance attributed principally to the integration of Redland, the UK tiles and aggregates company acquired in late 1997.

Operating performance rose 63 per cent, reflecting increased activity in western Europe, outside Germany, and Latin America, "excellent" conditions in North America and a favourable pricing environment. The company proposed a net dividend of FF12 a share, up from FF11. David Owen, Paris

## TURKEY

## İşBank widens operations

İşBank, Turkey's largest bank and the country's biggest quoted company, is negotiating to buy a health service provider and will buy utilities as part of a new strategy of seeking synergies with financial services. Erkin Özino, chief executive, said the bank would consider bidding in a consortium for the government's planned sale later this year of a 25 per cent strategic stake in Türk Telekom, a company valued at around \$10bn. Leyla Boulton, Ankara

## Telecom Italia prepares defence

By Paul Betts in Milan

Details emerged last night of how Telecom Italia is to defend itself against a hostile takeover bid from Olivetti, its smaller Italian telecommunications rival.

Telecom Italia is to seek shareholder approval for merging the company with Telecom Italia Mobile - its 60 per cent-owned cellular telephone subsidiary; converting Telecom Italia non-voting savings shares into ordinary voting shares; a share buy-back for up to 10 per cent of the company's capital; and a series of disposals.

These measures are designed to fend off Olivetti's €58bn (£3.8bn) hostile bid for Telecom Italia by significantly raising the cost of any takeover. Telecom Italia's board was meeting in Rome last night to approve the package. A draft of the measures was leaked by Ansa, the Italian national news agency. Telecom Italia officials declined to comment on the draft.

If approved by the board, which is widely expected, the measures will be submitted for approval at a shareholders' meeting on April 12. The four main defences, according to Ansa, are:

● A public share exchange offer for the entire capital of TDM to merge the cellular unit with Telecom Italia. This is expected to be launched 10 days after approval by shareholders. The merger of Telecom Italia and TDM is an integral part of Telecom Italia's industrial strategy, but will also

increase the overall value of the group by about €20bn.

● The conversion of Telecom Italia savings shares into ordinary voting shares by issuing a free warrant for every ordinary and savings share to be exercised within seven days. These warrants will be quoted and traded on the stock exchange for five days. Investors will receive 10 ordinary Telecom Italia shares in exchange for 34 warrants together with 10 savings shares. This would also substantially increase the cost of a takeover bid.

● The company is proposing to buy back up to 10 per cent of its outstanding shares for up to €9bn. The maximum price for the share buy back would be €18 a share or 50 per cent more than Olivetti's current offer of €10 a share in cash, bonds and equity.

● Disposal of non-core assets. Within a year, the company is considering selling its property portfolio as well as other subsidiaries including the Sirti engineering unit, Mele insurance business and the Piniel information technology services subsidiary.

The board last night was also expected to consider the group's preliminary 1998 results showing a 40 per cent rise in group net profits to L3,800bn (£1.96bn, \$3.13bn) on a 5 per cent rise in revenues to L4,500bn.

According to the draft, the business strategy of Franco Bernabè, Telecom Italia chief executive, envisages an average annual increase of the group's gross operating margin of 8 per cent.

## Telefónica resurrects TPI spin-off

By Tom Burns in Madrid

Telefónica, Spain's leading telecommunications company, plans to put part of its Yellow Pages unit, TPI, on the market within the next three months.

This would set in motion a long-awaited spin-off strategy likely to include the flotation of its mobile and international telecommunications businesses.

The disposal of up to half of TPI was announced last year to raise funds for a €4.9bn (£3.3bn) acquisition drive by Telefónica in Brazil. The unit was valued at the time at €1.2bn but it could now be close to €2.9bn.

The renewed decision to float TPI could now however reflect the climate of uncertainty created in the telecommunications industry by Olivetti's €58bn hostile bid

for Telecom Italia, industry sources said. They also believe Telefonica could become a take-over target and appears to be mapping out a defensive strategy. This would consist of placing some of its key units on the market, while retaining majority control, so that the sum of its parts will multiply group's equity value and thereby ward off potential raiders.

The decision to float TPI is understood to have been fuelled by the successful market debut of Telecom Italia's yellow pages unit, Sent.

Its market capitalisation of some €30.5bn has raised concerns that it is vulnerable to predators in the industry. The figure contrasts with Telefonica's own estimates that the group's value is closer to €65bn.

## Danish bank and insurer merge

By Clare McCarthy in Copenhagen

Consolidation in Nordic financial services took a step forward yesterday as Denmark's third largest bank said it would merge with the country's leading non-life insurer.

The move creates the region's seventh biggest financial services group, with a market capitalisation of DKR34bn (£5bn).

Unidanmark and the insurer Tryg-Baltica said they would unite their operations retroactively to January 1, 1999 under the name Unidanmark A/S.

Tryg-Baltica shareholders will receive three Unidanmark shares for every eight Tryg-Baltica shares held.

Although the deal is being billed as a merger of equals and there will be a 50:50 board split, Unidanmark dwarfs its new partner in terms of assets and earnings.

The banking group posted net profits of DKR2.8bn in 1998, while the insurer posted DKR954m net profits. "The new entity will be a leading Nordic bank insurer and will be very well positioned for continued competition and consolidation in Scandinavia," said Robin Lowther, managing director,

investment banking at J.P. Morgan in London.

The deal is the latest in a wave of consolidation which has swept Nordic financial services, and the partners stressed that yesterday's deal did not signal the end of the consolidation process.

"I wish to emphasise that Unidanmark is interested in participating in further consolidation in the Danish financial sector and is also open to participation in the ongoing restructuring of the Nordic financial services market," said Thorleif Krarup, Unidanmark's chief executive.

Analysts said that prior to

the deal, Unidanmark was widely viewed as possibly the Nordic banking group most vulnerable to a takeover bid by an outside bank.

Recent restructuring in the Nordic region includes last month's announcement by the insurance groups Skandia of Norway and Sweden's Skandia of a plan to merge non-life operations.

Unidanmark A/S will be the second largest financial services company in Denmark, with 45 per cent of the population as customers.

Unidanmark closed DKR23 higher at DKR465 a share while Tryg-Baltica ended DKR2 ahead at DKR174.

## Prague firms up sale of banks

By Robert Anderson

The Czech government yesterday agreed a firm timetable for the privatisation of the country's two biggest banks and moved to double the share capital of one ahead of its sell-off.

The Social Democrat cabinet, which was initially hesitant about bank privatisation, decided to issue a tender at the end of next month for the sale of its 45 per cent stake in Česka Spořitelna, the main retail bank, with a view to receiving final bids by the end of October.

The process for the sale of the state's 49 per cent stake in Komerční Banka, the country's biggest, would begin in June, with final bids expected in December.

A shareholders' meeting of Česka Spořitelna also agreed yesterday to increase the bank's Kc7.6bn (£220m) share capital by between Kc5bn and Kc7.6bn and made extensive board changes.

Most of the supervisory board was removed and four out of seven members of the main board were recalled, including Jaroslav Klápal, chairman and chief execu-

tive. Dusan Baran, an existing board member, was chosen as Mr Klápal's replacement.

The move follows recent board changes at other state-owned companies by the government but also complies with a condition of the European Bank for Reconstruction and Development (EBRD) for participating in the equity increase.

The EBRD, which bought 11.5 per cent of the bank last June for Kc1.5bn, demanded to see board changes leading to the appointment of managers with international banking experience, a clear

privatisation timetable and to check its financial state before it would participate.

BNP, the French bank, said yesterday it was pulling out of the tender to buy the state's 66 per cent stake in Československá Obchodní Banka, the country's fourth largest bank. BNP said it would concentrate on its bid for Paribas and Société Générale in France. Its withdrawal leaves Deutsche Bank and Bayerische Hypo- und Vereinsbank of Germany and KBC of Belgium in the tender, for which final bids are expected next month.

## N.V./S.A. GIMVINDUS

Molenstraat 214

2845 Nieu

a 100% subsidiary of the Flemish Region

## INVITATION TO TENDER FOR A SIGNIFICANT SHAREHOLDING IN

## "Groefonds Textiel N.V./S.A."

Gimvindus has managed

## Generale Bank

CORPORATE &amp; INVESTMENT BANKING

100% subsidiary of the Flemish Region

In accordance with article 3:11 of the Royal Decree of January 9, 1991 on the public nature of capital markets, the following information is hereby made public:

"Groefonds Textiel" is a company in which the portfolio Gimvindus has developed in the textile sector, will be incorporated.

## BACKGROUND INFORMATION

In the future, Gimvindus wishes to continue pursuing its investment policy in the textile sector in collaboration with one or more carriers and best match as objectives.

In the context, Gimvindus wishes to proceed to a double operation:

- organise the portfolio it has constituted since 1990 in the textile sector into a subsidiary called "Groefonds Textiel N.V./S.A." (closed liability company incorporated under Belgian law (limited liability company));
- attract one or more partners:

- bringing in cash in proportion to their final share in the capital, up to a maximum of BEF 200m. The cash brought in by Gimvindus will amount to about BEF 150m including additional investments that will be made in the textile sector;
- possibly bringing in shareholdings of their own in textile or textile-related businesses;
- willing to actively contribute to the development of the fund.

That development results from the fund's strategy, which consists in acquiring a number of textile or textile-related companies in their transition from a family company to an independent group. The fund thus wants to be a structured investment company in pursuit of "return" mainly by creating capital gains and, in some, realising its investments either by selling them or through an IPO (Initial Public Offering).

## PROCEDURE AND TIMETABLE

1. PRESELECTION

Interested candidates considering an investment in the fund may request a confidentiality undertaking and a review of the fund's textile portfolio at one of the telephone or fax numbers mentioned below. They should return the confidentiality undertaking, duly signed, together with a supporting document (letter of interest) to the effect that, as prospective investors, they meet the preselection criteria indicated below.

The letter of interest and the confidentiality undertaking should be sent by March 28, 1999 at the latest to:

Generale Bank  
Corporate & Investment Banking 44/6  
For the attention of P. De Neve - M. Moonens  
Montagne du Parc 3  
1000 Brussels  
Fax: 02555 4234  
Tel.: 02555 20 30 or 02555 40 65

The letter of interest should contain detailed information identifying the investing company and the group it is part of, the companies it controls and its address, the shareholder structure of the group as part of, in addition to the statutory and consolidated (if any) accounts furthermore, the same information should be provided for all the parties with which the company is acting jointly in this transaction, as well as the main features of their cooperation agreement. Based on the selection criteria below, Gimvindus will screen the candidates and admit one or more of them to the first stage.

## Preselection criteria

If a first stage is organised, the preselection for it will be based on the following criteria:

- being an experienced financial investor, proficient in managing industrial investments, preferably in the textile sector;
- compliance with the strategy of the Groefonds Textiel;
- absence of conflicts of interests;
- the extent of the shareholding tendered for, whereby candidates, acting alone or jointly with other parties, that are willing to acquire a 50% share, will prevail. Gimvindus does not exclude in time reducing its shareholding to a minority; state the reasons of the capital brought in (cash, financial interests) and possible synergies/efficiencies;
- an active contribution to the development of the fund, based on the candidate's business knowledge and on a substantial stake in the fund;
- the proposed criteria and methods to be used for the valuation and pricing;
- the prospective period of the investment, as well as the proposed scenario for a possible exit;
- the proposed working structure;
- size of the network the applicants can offer;
- any other conditions/requirements of the tender (e.g. due diligence, audit, warranties, etc.).

## 2. FIRST STAGE

Generale Bank will inform the candidates of the result of the preselection and hence of their admission to the first stage, should there be one, by March 31, 1999 at the latest.

At the same time, the selected candidates will receive the information memorandum.

They will be asked in this first stage:

- to confirm their interest;
- to give an indication of their valuation in BEF of the Groefonds Textiel;
- if they also propose to bring in financial fixed assets, to provide their valuation of these financial fixed assets, as well as an indication of the valuation methods and of all other elements and data deemed important for the valuation of the financial fixed assets to be brought in. When Gimvindus may use to determine the price of the said assets. Hereby Gimvindus insists that a method or methods resulting in a transparent valuation and determination of the price, should be used;
- to comply with the selection criteria indicated below.

These confirmations of interest must be sent to the above address and must be delivered to Generale Bank by April 22, 1999 at the latest. Based on them, Gimvindus will select one or more candidates to be admitted to the second stage.

## Selection criteria

The selection for admission to the second stage, if a second stage is organised, will be based on the following additional criteria:

- the valuation of the Groefonds Textiel as indicated in the above letters of interest, together with an indication of the usual or market price and of any other elements that are deemed to be of importance for this valuation and that will be used by the candidate to determine the final price. When Gimvindus insists that a method or methods resulting in a transparent valuation and determination of the price, should be used;
- if financial fixed assets are to be brought in, an agreed valuation of these assets;
- the disposition of sufficient financial resources in order to ensure cash payment of the capital increase and to be able to honour the commitment (if any) to bring in financial fixed assets in the fund.

## 3. SECOND STAGE

Generale Bank will inform the candidates of the results of the first stage of this selection and hence of their admission to the second stage, if there is to be a second stage, by May 10, 1999 at the latest.

During the second stage the candidates that will have been selected after the first stage will be invited to submit a final and binding offer to subscribe to the shares to be created.

For that purpose, they will have access to a data room in which all documents that are relevant to this transaction, will be available. If the candidate(s) intend to bring in financial fixed assets, Gimvindus reserves the right to order a complete due diligence in that context. The candidate undertakes to fully collaborate in this due diligence and guarantees that the underlying interests to be brought in will do the same.

More details about this procedure will be made available to the selected candidates in due course. However, they should note that the second stage will start immediately and make the necessary arrangements to this effect.

Gimvindus reserves the right to stop this procedure or to modify the terms at any time without further justification.

\* determined according to the cash contribution and such financial fixed asset as may be brought in.

## CMB

COMPAGNIE MONÉGAQUE DE BANQUE

A meeting of the Board of Directors of the Compagnie Monégasque de Banque was held at the registered office of the Bank on 26th of February 1999 and it was informed of the accounts for the financial year ending 31/12/1998.

It noted that:

- its clientele's deposits, securities and liquid assets, had increased by 23.0%, for an aggregate amount of 25.6 thousand million French Francs;
- its clientele under management had increased by 53.0%;
- the total of its clientele's loans had dropped by 13.0%.

The net profit for the '98 financial year amounted to 81.8 million French Francs.

At the Ordinary General Meeting taking place on 26th March 1999, the Board will therefore propose the distribution of a 10% dividend, namely 65.0 million French Francs, as well as the apportionment of:

- 4.1 million French Francs to the statutory reserve fund;
- 12.7 million French Francs to the emergency reserve.

The Chairman reminds that Commerzbank and Banca Regionale Europea have acquired respectively 11.5% and 5% in the capital of CMB. The two Banks are represented in the Board of Directors as well as in the Executive Committee.

Finally, the Board decided to convene an Extraordinary General Meeting called to decide on the conversion of its capital which shall be raised from 650,000,000 French Francs to 100,000,000 Euros and divided into 500,000 shares with a face value of 200 Euros each.

23, avenue de la Costa - MC 98000 Monaco  
Tel. 00 377 93 15 77 - Fax 00 377 93 25 08 69  
http://www.banquecmb-monaco.com/

Oesterreichische  
Investitionskredit  
Aktiengesellschaft

Issue of up to  
US\$40,000,000  
Subordinated Collateral  
Floating Rate Notes Due  
2004 of which  
US\$20,000,000 is being  
issued as the Initial  
Tranche

Notice is hereby given that the notes will bear interest at 5.25% per annum from 11 March 1999 to 13 September 1999. Interest payable on 13 September 1999 will amount to US\$27.13 per US\$1,000 note, US\$71.25 per US\$100,000 note and US\$2,712.50 per US\$100,000 note.

Global Agency and Trust Services,  
Citibank, N.A., London  
11 March 1999

CITIBANK

Internationale  
Nederlanden Bank N.V.

US\$200,000,000  
Subordinated collateral  
floating rate Notes  
due 2002

Notice is hereby given that for the interest period 11 March 1999 to 13 September 1999 the notes will carry an interest rate of 5.125% per annum. Interest payable on 13 September 1999 will amount to US\$24.79 per US\$1,000 note and US\$2,479.79 per US\$250,000 note.

Global Agency and Trust Services,  
Citibank, N.A., London  
11 March 1999

CITIBANK

## NOTICE TO THE BONDHOLDERS

US\$67,000,000  
Lito-On Technology Corporation

0.75 per cent. Convertible Bonds due 2004  
(the "Company" and the "Bonds" respectively)

Notice of The First Consolidation Date in 1999

NOTICE IS HEREBY GIVEN to the holders of the outstanding Bonds of the Company that a meeting of the Board of Directors will be held on the date of 30 March 1999. In this meeting, a proposal for distributing earnings or capitalizing capital reserves to shareholders, is to be approved for submission to the annual shareholders' meeting.

In accordance with the Terms and Conditions of the Bonds, the First Consolidation date is 23 March 1999.

Lito-On Technology Corporation  
March 11, 1999



## COMPANIES &amp; FINANCE: ASIA-PACIFIC

CIGARETTES SHARE PRICE HIT AS ANALYSTS GIVE MIXED RESPONSE TO PURCHASE OF RJR NABISCO DIVISION

## RJR buy depresses Japan Tobacco

By Alexandra Nussbaum  
in Tokyo

Shares in Japan Tobacco fell 4.76 per cent yesterday after some investors were startled by the company's announcement that it would buy the international tobacco business of RJR Nabisco, the US food and tobacco group.

The acquisition is thought to be the largest made by a Japanese company in foreign markets, although precise comparisons are difficult because of exchange rate volatility.

Japan Tobacco said it would pay \$7.5bn in cash and \$200m in debt to acquire the rights to cigarette brands such as Camel, Winston and Salem. In 1990, Matsushita Electric paid \$6.1bn for MCA.

Some analysts interpreted the drop in share price as a sign that Japan Tobacco had overpaid.

However, others argued that even though the price was high, the deal made sense for Japan Tobacco

from a financial and strategic perspective.

The stock, which has outperformed the Topix index since late 1997, closed down ¥50,000 at ¥1m.

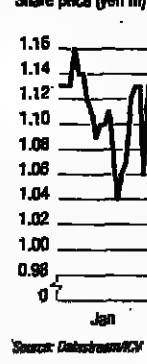
"In terms of brand equity and costs, the purchase represents a rational decision for the company, although JT faces a premium for buying a company unit the size of RJR," said Yuji Fujimori, analyst at Goldman Sachs.

"The deal is value-creating for Japan Tobacco. They have no debt, so their weighted average cost of capital is high. By gearing up, they can lower their cost of capital and expand net returns," said William Gallagher, head of research at Schroders Japan.

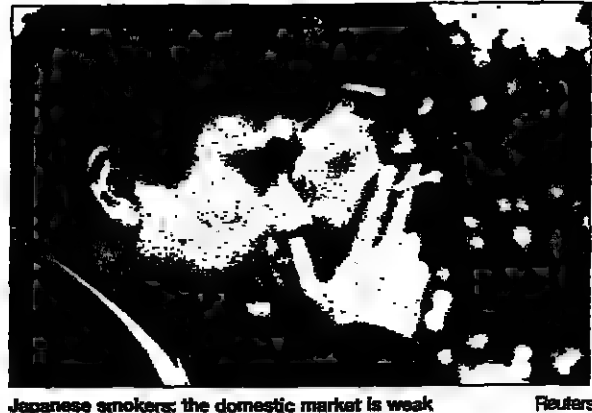
Japan Tobacco said its strategy was to find synergies with RJR's marketing and distribution arms.

However, analysts expressed concern over Japan Tobacco's ability to effectively manage the combined entity.

"Japan Tobacco is a

Japan Tobacco  
Share price (yen m)

Source: DataStream/FT



Japanese smokers: the domestic market is weak

domestic company, and the managers are Japanese," said Mr Gallagher. "But it will become one of the top three global companies and will have to compete with companies that have a global vision. Can they learn the global game from the guys at RJR?"

The concern partly reflects the dismal record that many Japanese companies have had in their past US acquisitions, particularly high-pro-

file deals concluded during the 1980s, when Japanese companies were scrambling to build global empires.

However, analysts argue that these acquisitions were largely considered trophy assets, and were not driven by domestic strategic needs.

By contrast, Japan Tobacco's acquisition of RJR's tobacco business has been triggered partly by the weak domestic market, which is weighed down by Japan's

worst recession in post-war history.

Japan Tobacco is two-thirds government-owned and controls roughly 80 per cent of the domestic tobacco market with its top-selling brand, Mild Seven. Worldwide, the company ranks fourth, says Mr Fujimori.

The company will have estimated sales of ¥3,760bn (\$31bn) and net profit of ¥66bn for the year ending March 1998.

## Hongkong Land sees no sign of recovery

By Louise Lucas in Hong Kong

Hongkong Land, one of the territory's biggest landlords, yesterday reported a 68 per cent drop in net profits and warned that the gloom over the property sector is unlikely to lift soon.

"We do not see any early prospect of recovery in the Hong Kong commercial property market," said Simon Kiew, chairman.

Net profits fell from US\$332.4m in 1997 to \$125.6m last year after the company made \$247.5m worth of provisions against its properties and other assets.

The slump was in line with market expectations. Hongkong Land's results came amid a corporate reporting season which has been marked by big provisions and tumbling earnings, and the devaluation on its own portfolio reflects the fall in property values.

The annual valuation of the group's investment properties, conducted by independent valuers at the end of last year, produced an annual net valuation deficit of \$3.47bn. Mainly due to this, shareholders' funds at the year-end slumped 44 per cent, from \$8.53bn to \$4.92bn.

Hong Kong property prices have more than halved from the peaks in September 1997, and the impact on commercial buildings - where rents are typically set for three years - will continue into next year.

Exacerbating the pressure on office and retail rents is new supply, with many newcomers offering hefty rent-free periods, in addition to attractive rents, in a bid to lure tenants.

Hongkong Land is responding by upgrading and redevaluing some of its older buildings, and diversifying its portfolio to infrastructure and property in other parts of Asia.

Geoffrey Palmer, property analyst at CSFB, is forecasting a fall in profits of 21 per cent, after stripping out last year's provisions, to \$288.7m. This represents a rise of 141 per cent on last year's net earnings.

Earnings per share last year fell 67 per cent, from 15.02 cents to 4.97 cents; stripping out exceptional earnings, earnings dipped 6 per cent, from 15.60 cents to 14.64 cents. Shareholders are to receive a 9 cent dividend, 25 per cent less than last year.

## NEWS DIGEST

## CELLULAR PHONES

## Nissan Motor reviews its TU-KA capital links

Nissan Motor is reviewing its capital affiliations with a group of nine TU-KA cellular phone operators, as part of its plan to cut its liabilities and rehabilitate its core car-making operations, Nissan said on Wednesday.

Nissan may consider selling off its shareholdings in these TU-KA group companies, the sources said. Among the nine, Nissan Motor has a 27 per cent equity stake in TU-KA Cellular Tokyo Inc and TU-KA Cellular Tokai. The cellular phone company DDI has stakes of the same size in the two companies.

Nissan Motor is the biggest shareholder in almost all the remaining seven TU-KA group companies.

Nissan Motor has been pressing ahead with a plan to reduce sharply its interest-bearing liabilities by ¥1,000bn (\$8.23bn) since the spring of 1998. Should Nissan sell off all its shareholdings in TU-KA group companies, it "would be able to pocket proceeds worth several tens of billions of yen", a securities company analyst said.

Carmakers have kept a presence in the cellular phone business because of its direct bearing on the "Intelligent Transport System" (ITS), a next-generation telecommunication system to improve safety in driving.

Nissan's arch-rival, Toyota, is the top shareholder in Nippon Iddo Tsushin, another big cellular phone operator.

Last December, Nissan set up a company to devise strategies for next-generation cellular phone services in conjunction with Japan Telecom. Kyodo, Tokyo

## SOUTH KOREA

## DHI transfers vehicle unit

Daewoo Heavy Industries (DHI) is to transfer its vehicle division to its sister subsidiary, Daewoo Motor, South Korea's second largest carmaker.

DHI, Korea's second biggest shipbuilder, began vehicle production in the early 1990s to counter a decline in ship orders, that have since recovered.

DHI said it was taking the action to focus on its core shipbuilding business and improve productivity. DHI makes commercial vehicles, buses and the popular Matz sub-compact car.

Meanwhile, Daewoo Corporation, the parent company for the Daewoo group, reported a 64 per cent jump in 1998 net profits to Won88.2bn (\$71m), largely because of robust sales of the Matz in overseas markets. Sales rose by 54 per cent to Won36,890bn. The higher profits also reflected foreign exchange gains on exports as the Korean currency dropped against the US dollar last year.

John Burton, Seoul

## CHINA TELECOM

## Internet customers 'to double'

China Telecom, the telecommunications company, said yesterday it expected to double its internet customers to 3m by the end of this year.

"We expect the number of our internet users to be double from that in 1998 to about 3m by the end of 1999," said Yin Yiping, director of the data communications bureau of China Telecom.

He said China Telecom had 400,000 internet customers in China at the end of 1997. The number grew to 1.5m at the end of 1998.

China had about 2.1m internet users in total at the end of 1998, Mr Yin added.

He said the number of internet users would grow rapidly after the launch of Microsoft's Venus project, which aims to bring low-cost internet access to China.

"We expect the number of internet users will increase very quickly, but it will depend on when it [Venus project] will be launched," Mr Yin added. Reuters, Shenzhen

## Mandarin hotels pushed into red Dairy Farm bucks trend with 38% earnings rise

By Louise Lucas

Asia's economic, currency and political upheavals last year took their toll on Mandarin Oriental International, the hotels arm of the Jardine group, pushing it into the red for the first time. The group reported a loss of US\$4.3m, compared with a net profit in 1997 of \$45.7m.

Underlining directors' bearishness, the dividend is again being cut. The total annual dividend of 1.35 cents is 61 per cent below the 1997 payout, reflecting the net loss, the group's existing and anticipated capital commitments, and the continuing depressed state of Asia's hotel industry.

Profits were hit by declining tourism and business travel, as well as provisions made for the devaluation of certain properties. The

group wrote off non-recurring items of \$23.8m compared with \$8.2m in 1997.

Simon Kiew, chairman, warned that little improvement in travel and tourism around Asia - home to most of the group's luxury hotels - was expected this year. Other hoteliers have expressed similar sentiments.

Both the group's Hong Kong hotels made significantly reduced contributions - trading profits from Hong Kong and Macau halved last year - and weak currencies in the Philippines and Indonesia were blamed for declining performances there.

Earnings per share last year fell from 6.51 cents to a loss of 0.61 cents. Excluding non-recurring items, earnings per share fell 85 per cent, from 7.81 cents to 2.77 cents.

By Louise Lucas

Dairy Farm proved a rare bright spot for the Jardine group in Hong Kong's bleak reporting season. The international retailing arm yesterday reported a 38 per cent rise in net earnings, from US\$112.4m in 1997 to \$155m last year.

The results were boosted by \$12.4m worth of exceptional items, principally a \$109.3m profit on the sale of Simago, its Spanish supermarket chain, and its stake in Kwik-Save of the UK; offset by write-downs in Indonesia and property devaluations.

The company also managed to increase profits at the operating level, from \$118.4m to \$151.9m.

The results suggest that management's latest strategic efforts to turn round the once ailing company are tak-

ing effect. Ronald Foto, group chief executive, said the repositioning has transformed Dairy Farm from a retail holding company to a decentralised retail operating company.

"The business simplification, clarity of focus and sharing of upgraded group resources have been important elements in our ability to achieve earnings improvements during the difficult economic circumstances of 1998," he said.

Although retail spending fell sharply in Hong Kong last year, supermarkets were least affected. In Australia and New Zealand there were modest sales increases at Dairy Farm's supermarkets, but these were more than offset by exchange rate movements.

Profitability increased at Wellcome, the Hong Kong

supermarket chain, and Mannings, the pharmacies. Franklins, the Australian supermarket, continued its recovery, lifted by the move towards fresh foods and efficiency initiatives. Franklins almost trebled its operating profit from A\$21m in 1997 to A\$63m (US\$40m).

But this year brings more challenges, including the threat of deflation and increased competition. Mr Foto predicts operating losses as high as \$10m in Taiwan, and its Chinese operation is still loss-making.

Basic earnings per share rose 35 per cent, from 6.26 cents to 8.46 cents. Excluding discontinued activities and exceptional items, basic earnings per share rose 9 per cent, from 7.36 cents to 7.99 cents. The total annual dividend is to be kept at 6 cents.

## MoDo Annual General Meeting

Shareholders in Mo och Domsjö AB (publ) are hereby notified that the Annual General Meeting will be held at Grand Hotel (Vinterträdgården, entrance from Stalgatan), Stockholm, Sweden at 4.00 p.m. on Thursday, March 25, 1999.

## Participation in Annual General Meeting

Shareholders who wish to participate in the Annual General Meeting shall be entered in the register of shareholders maintained by Värdepapperscentralen VPC AB by no later than Monday, March 15, 1999 and shall notify the company by no later than 5.00 p.m. on Monday, March 22, 1999 at:

Mo och Domsjö AB  
Group Legal Affairs  
SE-891 80 Ömsköldsvik, Sweden

Notification may also be made by telephone:  
+46 660 751 41, +46 8 666 21 11  
or by fax +46 660 759 78.

Shareholders whose shares are registered in a nominee name, should temporarily re-register their shares in their own name with VPC by no later than Monday, March 15, 1999. This means that shareholders must notify their manager of their wishes in this respect well in advance of this date.

## Agenda

- 1 Election of chairman of meeting
- 2 Approval of voting list
- 3 Election of adjusters
- 4 Question of whether the meeting has been duly convened
- 5 Presentation of annual report and consolidated financial statements and report of the auditors on the parent company and consolidated financial statements
- 6 Questions arising from the reports presented in item 5
- 7 Adoption of parent company and consolidated income statements and balance sheets
- 8 Treatment of unappropriated earnings as stated in the adopted balance sheet
- 9 Discharge of members of the Board and the president from liability
- 10 Decision on number of Board members and deputy members to be elected by the Annual General Meeting
- 11 Decision on fees to be paid to the Board and the auditors
- 12 Election of Board
- 13 Decision on appointment of audit company or auditors and deputy auditors and election thereof
- 14 Board's proposal for amendment to the company's articles of association
- 15 Any other business
- 16 Close of meeting

## Amendment to company's articles of association

The Board proposes to the Annual General Meeting pursuant to item 14 on the agenda that the company's articles of association be amended as follows:

- The appointment of the auditors shall apply until the end of the Annual General Meeting held during the fourth financial year following their election;

- Notice convening the Annual General Meeting shall be given by means of announcements in Post- och Lärkes Tidningar and in a Swedish daily newspaper with a national circulation. Notice of Annual General Meetings and Extraordinary General Meetings at which amendments to the company's articles of association are to be considered shall be given no earlier than six weeks and no later than four weeks before the said Meeting. Notice convening any other Extraordinary General Meeting shall be given no earlier than six weeks and no later than two weeks before the said Meeting;
- Notice of intent to participate in General Meetings of the company shall be given by shareholders and their representatives (proxies) no later than five weekdays before the Meetings;
- The agenda for the Annual General Meeting shall be complemented with an item concerning approval of the agenda.

## Proposals requiring a decision

Shareholders who combined represent more than 72 per cent of the votes in the company have given notice that they will support the following proposals to the Meeting.

- Item 10 Seven members and no deputy member
- Item 11 It is proposed to pay an unchanged fee of SKr 1,050,000 to the Board to be distributed by the Board among the members elected by the Annual General Meeting who are not employed in the company.

Compensation to the auditors shall be paid on the basis of invoices raised.

- Item 12 It is proposed that the following persons be elected to the Board (all re-elections): Fredrik Lundberg, Carl Kempe, Hans Larsson, Arne Mårtensson, Bengt Pettersson, Per Wella and Christer Zetterberg.

- Item 13 KPMG Bohlin AB, authorised public accountants

## Dividend

The Board has proposed that an ordinary dividend of SKr 10 per share be paid, and that an extra dividend of SKr 35 also be paid. The Board has proposed Tuesday, March 30, 1999 as the date of record for the register of shareholders and the special list of pledgees, etc. maintained by VPC. Provided the Annual General Meeting resolves in accordance with this proposal, it is expected that the dividend, totalling SKr 45 per share, will be distributed by VPC on Thursday, April 8, 1999 to those persons who are listed in the register of shareholders or the special list on the date of record.

Shareholders are requested to inform their account operator of any changes of name or address.

Stockholm, March 1999

## Board of Directors

MoDo

## Fondul Proprietatii de Stat

Advertisement for share sale by direct negotiation

STATE OWNERSHIP FUND, DIVISION DIRECT SALES IN MACHINE BUILDING, located in Bucharest, 6 Stavropoleas street, sector 3, sells by DIRECT NEGOTIATION, according to Emergency Governmental Ordinance no. 88/1997 approved by the Law no.44/1998 and the Governmental Decision no.381/1998, 58.81% of the share stake of SANTIERUL NAVAL S.A. located in Constanta, 1 Harbour Precincts, Constanta county, fiscal code R 1879871, registration number at the Register of Commerce J 1373515/1991, having:

- Main object of activity: construction, repairing and trading of the maritime, river and harbour vessels, technical assistance and service.
- Share equity (according to the last inscription of mentions request at the Register of Commerce) ROL 205,214,025 thousands
- Turnover (as per 1997 Balance Sheet): ROL 123,335,636 thousands
- Net profit (as per 1997 Balance sheet): ROL 15,087,640 thousands
- Shareholders structure as per 31.08.1998:

SHAREHOLDERS	NUMBER OF SHARES	%
SOF	4,827,816	58.81
Financial Investment Company/ SIF TRANSILVANIA	471,605	5.75
Financial Investment Company/ SIF MOLDOVA	1,310,901	15.97
Shareholders Association/ PAS	517,055	6.29
Public offer	448,000	5.46
Free of charge shares transfer program (natural legal persons)	633,184	7.72
TOTAL	8,208,561	100.00

➤ Sale offer price is ROL 106,000/ share and the amount of the share stake offered to sale is ROL 511,748,000,000.

The PRESENTATION FILE of the Company may be procured daily from the STATE OWNERSHIP FUND - DIVISION PORTFOLIO OFFERS, telephone 04-01/303.63.26, 303.63.47, between 08<sup>00</sup> and 16<sup>00</sup> hours, till the precedent day of the offers submission, inclusively

The sale price of the PRESENTATION FILE is ROL of 60,000,000 will be paid into the account no.251.100.980.900.224 opened to BRD - SMB.

The PRESENTATION FILE will be delivered upon the following documents:

- copy of the payment order certifying the payment of the PRESENTATION FILE price;
- identity card or passport (if case of Romanian/ foreign natural persons);
- delegation from the bidder company.

The compulsory condition to participate to the negotiation is the purchasing of the PRESENTATION FILE.

The participation guarantees amounting ROL 15,352,470,000 will be paid into account no. 251.100.980.900.313 opened to BRD - SMB.

Foreign natural or legal persons will pay the PRESENTATION FILE and the participation guarantee into account of convertible currency opened to BANCOREX, no. 251.100.000.002.423.000.08, in USD, at the exchange rate communicated by the National Bank of Romania at the payment day.

In order to participate to the negotiation, the Bidder will submit the documents provided by the Government Decision no.55/1998, mentioned in the Section C of the PRESENTATION FILE and the Offer, including the Business Plan, closed in sealed envelopes, at the address mentioned above - DIVISION PORTFOLIO OFFERS, till the deadline date 15.04.1999, 10<sup>00</sup> hours. Offers will be opened on the same date, 12<sup>00</sup> hours, at the DIVISION DIRECT SALES IN MACHINE BUILDING, in the Bidders presence.

Foreign natural or legal persons will pay the sale-purchase Contract in convertible currency at the exchange rate communicated by the National Bank of Romania at the signing date of the finalising protocol of the DIRECT NEGOTIATION.

Bidders may order a banking guarantee letter issued by the Bank where they have their main account opened, valid for 180 calendar days from the offer submitted.

Other information regarding the Company may be obtained from telephone +401.312.42.39, fax +401.311.30.84, Mr Victor Vlad Cazana.

For further data concerning SOF's offer, see on site INTERNET of SOF at the address www.sof.ro.



MEDIA SHARES FALL ON PROFIT-TAKING AND DOUBTS ON OPERATING PERFORMANCE DESPITE RESULTS MEETING EXPECTATIONS

## Pearson achieves earnings growth target

By John Gapper

Weakness in the international operations of Simon & Schuster, the US educational publisher bought by Pearson for \$4.6bn last year, was partly responsible for a dent the share price of the UK media company yesterday.

Shares in Pearson fell 6 per cent on profit-taking and doubts about the group's operational results, although it met both a double-digit

earnings growth target, and analysts' profit forecasts.

Pearson said it was pleased with early results from Simon & Schuster, despite the downturn in its Latin American and Asian businesses, and a rise in the likely integration charge to \$300m rather than an earlier estimate of \$270m.

The group, which publishes the Financial Times, will spend \$14m on giving each of its 13,000 eligible employees a 3 per cent

bonus, together with 15 free shares to mark its 20 per cent growth in underlying earnings per share.

Pre-tax profits for 1998 jumped from £129m to £229m (\$1.01bn). The figures included a £212m provision to cover the sale of Mind-scape in 1997, and a £215m profit on the sale of businesses, including Tussauds, in 1998.

The Financial Times raised operating profits 20 per cent to £42m because of

rising international circulation, but operating profits at Penguin Books fell 17 per cent to £38m after restructuring costs.

Marjorie Scardino, chief executive, said it would be "hard to draw any conclusion other than that these were outstanding results" but acknowledged the shares were highly rated on expectations of future growth.

She said the FT would reach its target of selling 100,000 copies a day in the

US by the year-end, and FT.com, its internet site, had drawn £3m in advertising revenue last year - more than any other UK website.

It was determined to succeed with its joint venture German language business paper, which it is to publish with Gruner + Jahr, the German publishing company. "We will invest as much as we need to make it work",

John Makinson, finance director, said Simon & Schuster had made a strong

start within Pearson in selling its education titles in the US, but there had been "a less happy story internationally". He said Pearson would consider a secondary listing on the New York Stock Exchange later this year. This would give it greater flexibility to reward US-based staff, who now comprise half the total, with equity.

Turnover rose 4 per cent to £2.4bn. The shares closed 85p down at £13.37.

## Applied Graphics joins race for Wace

By David Blackwell

Applied Graphics Technologies of the US yesterday became the third bidder for Wace, the digital imaging group, with a \$57m (\$92m) offer for the ordinary shares.

The offer from the Nasdaq-listed group - equivalent to 72p a share - represents a small premium to the 70p a share offered by Schawk, another US digital imaging company. Schawk emerged in January as a white knight when Wace was under siege from Photobition, its UK rival. The shares closed unchanged at 74.5p.

Wace said AGT had not made an offer for the preference shares, and was seeking clarification. Both Schawk and Photobition made offers worth \$39.2m for the preference shares.

Huntington Partners of the US, which has 20 per cent of Wace, will seek further details from AGT over the preference shares. But Blane Reike, a Huntington fund manager, said the 3 per cent increase over Schawk's offer for the ordinary shares "far below what we think the group is worth".

Observers suggested AGT was testing the water. One said there was a danger the two bidders could end up "fighting over something that is already overpriced".

AGT, advised by Lazard Brothers, said it was considering making additional proposals in relation to the preference shares. These could involve the issue of AGT loan notes along similar lines to the Schawk offer.

## Aggregate Industries advances 68%

By Charles Pretlik

Aggregate Industries, the building materials group whose planned £1.8bn (\$2.9bn) merger with rival Tarmac founded in December, yesterday reported a 68 per cent jump in 1998 profits.

Pre-tax profits rose from £45.4m to £76.1m last year, the first full year of figures since the merger of Barton and Camas which gave the group its current shape in May 1997.

Turnover rose 39 per cent to £233.7m (\$300.7m). Figures for 1996 were flattered by only a five-month contribution from Camas in the 1997 result.

On a pro-forma basis, the total operating profit rose by 31 per cent to £101.6m on a 18 per cent increase in sales.

Peter Tom, chief executive, said: "We had a very strong finish to the year and that's continued into the first two months of this year."

"We are therefore very confident about where we



Peter Tom: 'We are very confident about where we are likely to be in the first six months of this year'

Chadwick

are likely to be in the first six months of this year."

He said he expects aggregate prices to rise by 6 to 7 per cent this year amid flat volumes.

Last year volumes increased 3 per cent and prices rose 7 per cent.

"For the UK, we feel more confident now than in November," Mr Tom said.

He said there had been no further talks with Tarmac and "it would be very difficult for talks to be revived."

The company is proposing

a final dividend of 1.28p (1.2p), lifting the total 5 per cent to 2.1p.

Earnings per share rose from 29p to 43p.

Analysts expect pre-tax profits this year of about £88m. They said Aggregate was under some pressure to

find a merger partner but its healthy balance sheet and solid business should help it.

The shares, which yesterday rose 4 1/2p to 77 1/2p, trade on a forward p/e of 15, which analysts said was deserved.

## BICC considers withdrawal from cables

By Michael Peel

BICC, the UK engineering group in the throes of restructuring, yesterday signalled that it might consider leaving the highly competitive world cables market.

The group, which has underperformed the stock market by almost 90 per cent in the past five years, said it would focus on developing its railway engineering, project finance and asset management operations.

BICC's cables division, which has annual sales of £1.5bn (\$2.4bn), has suffered for a number of years from overcapacity among manufacturers in the sector. Demand has fallen away as potential customers have come under pressure from deregulation, privatisation and cuts in government spending.

Also Jones, chief executive, said the group was still finding cables markets tough despite signs of an upturn as

the sector consolidated. He refused to rule out a disposal of the division, saying the group would almost certainly undertake "some form of rearrangement" of the businesses over the next five to 10 years.

Mr Jones said railway engineering, project finance and asset management operations offered the best growth prospects. They account for about two-thirds of the engineering, maintenance and construction divi-

sion's sales of £2.3bn.

His comments came as he revealed that the group was hit last year by £164m of exceptional costs relating to the cables division. The charges pushed the company into a pre-tax loss of £41m, on sales down 11 per cent at £3.67bn.

The exceptional charges consisted of restructuring costs of £25m, losses and provisions on disposals of £33m and a £106m asset write-down. Pre-exceptional oper-

ating profits from the cables division fell from £74m to £19m after a plunge in the price of optical fibres and cables, signalled by the group in October.

Mr Jones said the group had "done all the right things" to improve the performance of the cables division. It had reorganised its European businesses and sold its telecommunications cables and optical fibres interests to Corning, the US glass manufacturer.

## Strong pound hits Albright

By Lucy Smy

Albright & Wilson, the UK chemicals company, yesterday confirmed the weak trading that it reported a 13 per cent drop in annual operating profits.

The company said the strength of sterling and the devaluation of Asian currencies had knocked £7m (\$11.3m) off its profits on translation, and lost exports to Asia as a result of currency effects cut a further £6m from the bottom line.

Albright's management, which this week recommended a \$400m bid - worth 130p a share - from Albemarle, the US chemicals group, said the tough trading conditions of last year would continue into the first half of 1999.

The group has also attracted the attention of Rhodia, the French chemicals group, which is expected to decide whether to bid by the end of the week. In the year to December

31, operating profit on Albright's UK operations - 30 per cent of its business - fell by more than half from £24.5m to £11.6m as the strength of sterling cut sales of Albright's surfactants and phosphates.

As an example, Paul Rochelleau, chief executive, cited the decision of Procter & Gamble to relocate one of its haircare product factories to France and source its surfactants - wetting and foaming agents - locally. The haircare industry is one of the biggest customers for surfactants.

Operating profit grew however, in continental Europe to £14.4m (£12.5m) and in the Americas from £21.4m to £26.1m, while the Asia-based operations had fallen only slightly from £9.9m to £7.6m.

In spite of a rise in turnover to £814.9m (£784.5m) operating profit fell from £66.4m to £59.7m. Pre-tax profit of £49.3m compared with £31.7m, after an exceptional charge in 1997 of £26.9m.

## Euromoney may float in US

By Cathy Newman

Euromoney Publications is making preliminary plans for a stock market listing in the US, a move that could see Daily Mail & General Trust, its biggest shareholder, dilute its stake.

Euromoney executives have been meeting institutional shareholders in the US in the past few weeks to raise the financial publisher's profile there.

The company has made substantial North American acquisitions in the past few years. In August 1997 it paid \$142m to buy Institutional Investor, the US financial magazine. In January, Euromoney raised its US presence by buying an 80 per cent stake in Internet Securities, which provides information on emerging financial markets via the internet.

Padraic Fallon, chairman, said: "When you have a

brand name as powerful as Institutional Investor, you'd be maximising shareholder returns if you made sure the market was aware of how exposed you are to the US. So you'd have a flow of information which would be accompanied by a listing."

That could result in DMGT, the publisher that owns 71 per cent of Euromoney, selling some of its stake to improve the liquidity of the shares.

However, Mr Fallon said that a US listing would probably not proceed for two years, until Euromoney started to "capture the upswing in the market".

The group has been hit by the economic turbulence in Asia, particularly its Asia Money title.

Mr Fallon said the company was more likely to list on the New York Stock Exchange than Nasdaq. The London listing will remain.

## Cordiant pledge on independence

By Richard Tomkins

Cordiant Communications, the advertising group that emerged from Saatchi & Saatchi at the end of 1997, yesterday sought to counter bid speculation by vowing to remain independent.

Michael Bungey, chief executive, said he regarded it as part of his job "to have chats with other people", but Cordiant was not involved in

takeover talks. Unless an offer was presented that offered "amazing value", he said the company aimed to get on with increasing shareholder returns by winning new business and raising operating margins.

Cordiant, parent of the Bates Worldwide agency, has been cited as a potential target for several companies, including WPP and True North Communications.

Cordiant yesterday reported a 13 per cent increase in pre-tax profits to £25.9m (\$41.7m) for its first year as an independent entity. The increase would have been 20 per cent at constant exchange rates, the company said.

Revenues for 1998 fell from £307.6m to £301.8m, but rose 5 per cent on a constant currency basis. Net new business more than doubled, rising from \$250m to \$580m.

In the UK, profits fell because of lumpy profit contributions from HP-ICM, its special events subsidiary, and the loss of a large client. But US profits were well ahead: new business included work for British American Tobacco and Warner-Lambert.

The company has won \$100m of new business in the first two months of this year.

## RESULTS

		Revenue (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding (p)	Total for year	Total last year			
Albright	Yr to Dec 31	191.2	(155.3)	18.5	(15.2)	8.47	(7.3)	2	June 4	1.8	3	2.8
Aggregate Inds	Yr to Dec 31	333.7	(600.7)	75.1	(45.4)	4.31	(2.9)	1.36	July 9	1.2	2.1	2
Albright & Wilson	Yr to Dec 31	814.9	(764.9)	46.3	(31.7)	10.8	(4.7)	4.8	May 27	4.8	7.15	7.15
BICC	Yr to Dec 31	3,375	(4,478)	94.4	(30.4)	32.6	(19.5)	2	July 1	4	6	8
Bowthorpe Ind	Yr to Dec 31	10.4	(8.8)	1.25	(0.55)	1.18	(0.79)	nil	-	nil	nil	-
Bowthorpe	Yr to Dec 31	587.5	(540.5)	25.1	(85.3)	28.75	(28.23)	0.58	July 1	7.8	12.28	11.23
Cable Energy	Yr to Dec 31	41	(58.3)	71.8	(19.8)	44.28	(4.57)	-	-	-	-	-
Church	Yr to Dec 31	31.5	(80.8)	5.5	(5.8)	36	(25.7)	14.2	May 10	13.5	18	17
Cordiant Comm	Yr to Dec 31	301.8	(307.6)	25.9	(23.4)	6.7	(5)	1.4	June 2	1.2	1.4	1.2
Countryside Assn	Yr to Dec 31	258.8	(247.5)	56.7	(52.9)	12.73	(15.5)	2.5	May 10	2	3.5	3
Headway	9 mths to Dec 31	10.6	(11.3)	0.588	(0.272)	2.9	(1.9)	0.85	May 7	0.85	-	2
Haywood Williams	Yr to Dec 31	69.1	(332.0)	6.39	(43.7)	32.1	(29.8)	0.25	May 5	0.8	14.25	13.8
Holmes Place	Yr to Dec 31	37.1	(25.9)	7.25	(6.42)	8.61	(8.05)	2	Apr 7	3	3.3	3
IAMS	6 mths to Jan 31	365.1	(380.3)	12.9	(8.68)	8.26	(6.11)	2.458	Apr 1	2.138	-	4.48
Malvern	Yr to Dec 31	18.5	(15.2)	5.23	(3.18)	25.92	(16.12)	4.3	May 21	3.1	5.8	4.4
Marlow	33 wks to Jan 2	229.5	(229.5)	22.7	(12.7)	19.41	(11.8)	5.5	May 21	-	5.5	-
Mowlem (Ind)	Yr to Dec 31	1,505	(1,408)	38.4	(12.4)	12.31	(12.6)	3	June 1	2.5	5	8
Pearson	Yr to Dec 31	2,395	(2,293)	62.9	(12.9)	74.1	(6.8)	13	June 4	12	21	19.5
Pennant	Yr to Dec 31	333	(632.1)	3.5	(41.6)	5.192	(8.97)	2.32	July 1	2.21	3.06	3.88
PFS	Yr to Dec 31	108.6	(91.5)	4.01	(3.05)	10.8	(8.3)	2.85	May 6	2.7	4.2	4
Rape Software	9 mths to Oct 31	3.08	(3.7)	0.51	(0.35)	0.78	(0.51)	1.5	-	1	1.5	1
Springwood	Yr to Dec 31	9.77	(14.5)	1.4	(1.32)	6.31	(6.1)	1.5	May 7	1	1.5	1
Terranova Foods	Yr to Dec 31	457	(410)	35.3	(26.3)	18.6	(10.6)	2.8	May 28	-	2.8	-
Tabrett & Bilton	Yr to Dec 31	1,137	(924.2)	28	(28.2)	39.31	(41)	14.1	May 28	13	20	18.5
Yarrow	Yr to Dec 31	4.87	(1.08)	13.9	(13.4)	49	(57.1)	-	-	-	-	-

Investment Trusts

Trust	Revenue (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends corresponding (p)	Total for year	Total for year				
Dartmoor	9 mths to Jan 31	157.22	(148.34)	3.92	(3.7)	9.95	(11.42)	3.255	Mar 31	3.1	-	13.4
Franklinville	6 mths to Jan 31	188.3	(273.9)	0.657	(0.744)	2.88	(3.24)	1.9	Apr 30	1.9	-	7.5

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional credit. (1) Increased capital. (2) Foreign income dividend. (3) Includes PD element. (4) Comparatives restated. (5) Comparatives pro forma. (6) 20m reduced capital. (7) 3rd interim; makes 8.75p to date. (8) Special dividend; makes 3.55p to date.

## COMMENT

## First Choice/Kuoni

First Choice's shareholders should do better than this nil-premium merger with Switzerland's Kuoni. Sneaked into the market late on Budget day, it offers the UK tour operator's shareholders just 47 per cent of the new company, smack in line with their relative market values. But as the last piece of the consolidating UK market likely to come up for grabs, First Choice's 14 per cent market share should warrant a scarcity premium.

True, First Choice's shares have already enjoyed a fair run, outperforming the market by 27 per cent in the last year. But it is still on a sizeable price/earnings discount to Airtours and Thomson.

Combining mass-to-mid market First Choice with the upmarket Kuoni will create few synergies, leaving the cosy deal vulnerable to counter-offers. That said, Germany's Preussag has its hands full right now and Thomson's existing 28 per cent market share would stir competition watchdogs. But an offer from the nimble Airtours could probably squeak by and would solve First Choice's lack of retail distribution.

## Competition policy

Taking the politics out of the merger process is welcome. But until we have more detail on how the merger regime will change, it is impossible to judge how far ministers really will go in airbrushing themselves out of the picture.

Doing this is not like handing over control of interest rates to the Bank of England. Picking an inflation target looks easier than defining a "competition-based test" to guide the authorities, as Stephen Byers, trade and industry secretary, advocated yesterday. Defining the scope of this test is itself an intensely political act. Such a test may require competition authorities to balance obvious benchmarks such as market shares, against far slipperier notions of economic "efficiency" which may be used to justify mergers.

Then there is the small matter of defining issues of public interest where mergers will still attract ministerial involvement. Intriguingly, although Mr Byers mentioned defence as one such area, he did not repeat the example - given recently - of newspapers. This is encouraging. Media mergers, such as British Sky Broadcasting's bid for Manchester United, are just the sort of deals where ministerial involvement can attract accusations of conflicts of interest.

Then there is the small matter of defining issues of public interest where mergers will still attract ministerial involvement. Intriguingly, although Mr Byers mentioned defence as one such area, he did not repeat the example - given recently - of newspapers. This is encouraging. Media mergers, such as British Sky Broadcasting's bid for Manchester United, are just the sort of deals where ministerial involvement can attract accusations of conflicts of interest.

Then there is the small matter of defining issues of public interest where mergers will still attract ministerial involvement. Intriguingly, although Mr Byers mentioned defence as one such area, he did not repeat the example - given recently - of newspapers. This is encouraging. Media mergers, such as British Sky Broadcasting's bid for Manchester United, are just the sort of deals where ministerial involvement can attract accusations of conflicts of interest.

## Commerzbank Aktiengesellschaft

USD 250,000,000 Subordinated Floating Rate Notes Due 2002

Interest Period: March 9, 1999 to September 8, 1999 151 days  
Interest Rate: 5.5015% p.a.  
Coupon Amount: USD 127.47 per USD 100,000  
USD 258.52 per USD 100,000  
USD 1,258.52 per USD 100,000  
Payment Date: September 8, 1999

Frankfurt/Main March 1999

COMMERZBANK

## PERSONAL

## PUBLIC SPEAKING

Training and speech writing by

award winning speaker.

First lesson free.

Tel: (01727) 861133

## CONTRACTS &amp; TENDERS

## BRAZILIAN NAVAL COMMISSION IN EUROPE-BNCE

NOTICE OF PUBLIC TENDER NR 001/99-DAERM

Notice is hereby given that the BNCE is inviting manufacturers or representatives to submit sealed competitive bids, in order to select a company that will be responsible for "PREPARATION OF AF-1 AND AF-1A (SKYHAWK A-KU AND TA-KU) AIRCRAFT FOR FLIGHT OPERATIONS AND PRESERVATION MAINTENANCE EVALUATION OF ENGINES, SPARE PARTS, SUPPORT EQUIPMENT, TEST TRAINING AND ESTABLISHMENT OF THE INITIAL ALLOWANCE LIST, TRAINING OF TECHNICAL PERSONNEL FOR MAINTENANCE OF THE AIRCRAFTS AND PILOT TRANSITION FOR THE MODELS AF-1 AND AF-1A"

(1) The bid procedure package, containing all information to complete the bid, is available on request at 170 Upper Richmond Road, London SW15 2SH.

(2) The last day to present the bid proposal is 31/03/1999.

(3) The address to send the bid is: Diretoria de Aeronautica de Manobra, Rua 1ª de Maron 118, Edifício Barão de Lauro, CEP 01001-000 Rio de Janeiro - RJ - Brazil

## CONTRACTS &amp; TENDERS

## Invitation for Pre-qualification

Varakhe Hydro Power Cascade, Georgia

Management of Rehabilitation and Operation

The Varakhe Cascade is a low-head hydroelectric plant, built from 1976 to 1986, consisting of four identical powerhouses with an overall capacity of 184 MW. The Georgian Government with an overall capacity of 184 MW. The Georgian Government with an overall capacity of 184 MW. The Georgian Government with an overall capacity of 184 MW.

The Varakhe Cascade is a low-head hydroelectric plant, built from 1976 to 1986, consisting of four identical powerhouses with an overall capacity of 184 MW. The Georgian Government with an overall capacity of 184 MW.



## MANAGEMENT &amp; TECHNOLOGY



TECHNOLOGY WORTH WATCHING

## Life on Mars courtesy of a 2lb device

A 2lb device that will produce pure oxygen on Mars from the red planet's predominantly carbon dioxide atmosphere is being built by researchers at the University of Arizona, Tucson, and NASA's Johnson Space Center, writes Tom Mead.

The oxygen will be the first material for human consumption to be produced from extra-terrestrial resources.

Small enough to fit in an 8in x 6in x 5in box, the silver-domed Oxygen Generating Subsystem (OGS) will be carried on Mars Surveyor 2001.

The unit will use solid oxide electrolysis to produce oxygen. Its technology is based on a solid-state electrochemical cell that houses a 750°C, 300 micrometer thick, ceramic membrane/liter for oxygen. The electrolyte used in the OGS filters out other gases and transfers only oxygen ions.

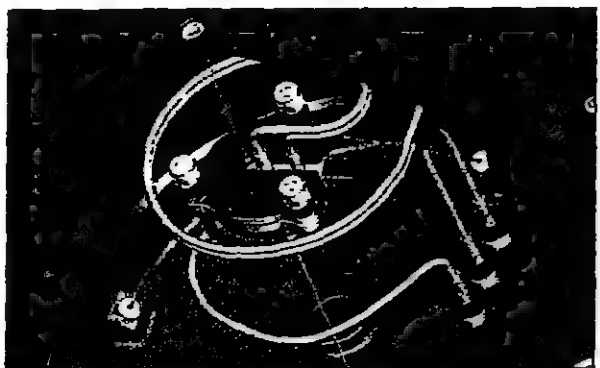
The unit uses 9.5W of electrical power to produce about one cubic centimetre of oxygen per minute. A more efficient 10lb, backpack-sized unit could supply enough oxygen to support an astronaut. The technology

is highly scalable and devices 100 times larger could produce a breathable atmosphere for Mars colonists.

Researchers hope there will be an OGS experiment on the Mars Surveyor 2003 mission that will produce both fuel and oxygen from the Martian atmosphere. When combined with carbon monoxide or methane, the oxygen could be used as rocket motor fuel or, when combined with the trace gases humans need, to support human life on Mars.

"The technology that we are advancing now for the 2005 mission should demonstrate the capability to provide all the necessities for life support," says Matthias Gottmann, OGS programme manager at the university.

K.P. Sridhar, the university's principal investigator on the programme, says its most significant aspect is perhaps that it is leading to technology to enable permanent settlements on planets and their satellites.



Drawn cross-section of the oxygen-making device

## IN BRIEF

## 'Sticking plaster' for roads staves off crack-up

A new composite material for repairing roads and pavements could make roads last longer, according to its inventors at the University of Illinois.

The material covers cracks on concrete or asphalt surfaces like an adhesive bandage, preventing the cracks from spreading and causing further damage. Traditionally, the damaged road or pavement is repaired with a thin asphalt-concrete overlay. The problem is that the overlay is fully bonded to the road, allowing cracks in the road to spread through the overlay, which deteriorates quickly.

The University of Illinois' material overcomes this problem by having three layers, which has the effect of absorbing some of the movement between the road or pavement and the surface of the overlay.

In a five-year test, cracking was reduced by at least 75 per cent. University of Illinois: US, tel 217/244-1073; www.admhn.uiuc.edu

## Putting viruses in the balance

Researchers have found a

novel application for carbon nanotubes: weighing ultra-small particles, such as viruses. Scientists working at the Georgia Institute of Technology found they were able to use electrical voltage to deflect or induce resonance in individual nanotubes. When they placed an object on the end of a nanotube, they were able to gauge the change in the tube's resonant frequency, providing a measure of the object's mass.

According to an account in the Journal Science, the researchers were able to measure the mass of a graphite particle weighing 22 femtogram (a thousandth of a millionth of a millionth of 1g). Georgia Institute of Technology: US, tel 404/894-6886; www.gtri.gatech.edu/roa.html

## Sense of a whiff of progress

Until now, the sensitivity of the human sense of smell has been something of a mystery. The nose has about 1,000 olfactory receptors. Yet it is capable of distinguishing between approximately 10,000 different smells.

Researchers at Harvard Medical School in the US and the Life Electronics Research Center in Amagasaki in Japan believe

they have discovered how the sense of smell works, according to a report in the Journal Cell.

Research on the nerve cells of mice showed that instead of an individual receptor being dedicated to a specific smell, different smells are recognised by combinations of receptors.

The researchers also showed that odour molecules that are nearly identical in structure are recognised by different, but overlapping, sets of receptors. This explains why even slight changes in the structure of a molecule can make a big difference to the way it smells.

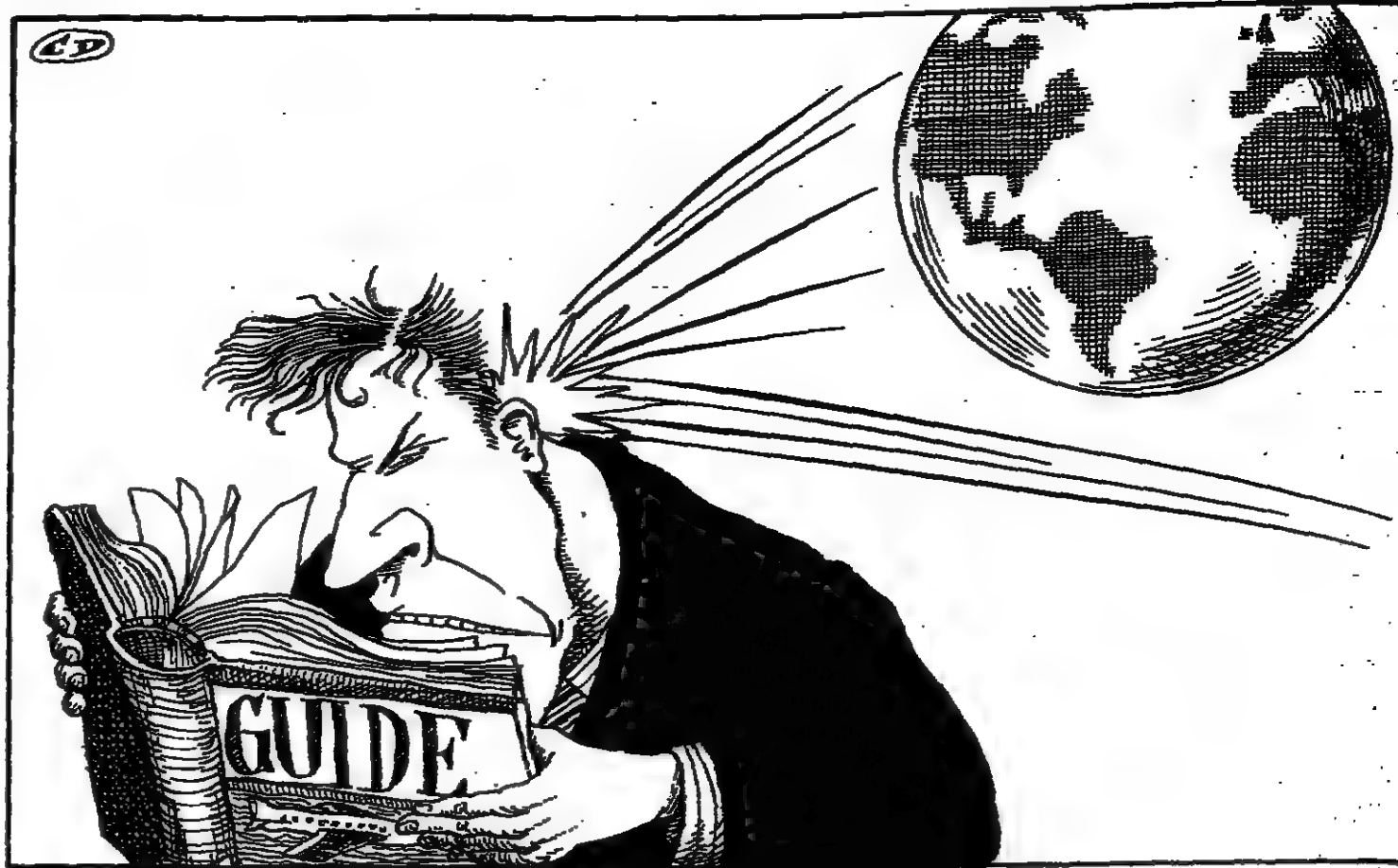
Harvard Medical School: US, tel 617/432-0441; e-mail schaller@hms.harvard.edu

## Generating a material benefit

A Scottish company has developed a fabric that generates heat when a voltage is applied to it.

The polymer-based material differs from existing electrically heated fabrics because it has no integral wiring system and power can be connected to it at any point. The material's resistance increases with temperature. DC Heat: UK, tel 01506 494986; fax 01506 497154.

Vanessa Houlder



## MANAGEMENT RISKS IN EMERGING MARKETS

## Costs of trouble abroad

Violent crime, fraud and religious fanaticism are all problems that can prove expensive for multinationals, writes Alison Maitland

Businessman Trevor Bell left his credit cards and most of his cash behind when he took a taxi ride to dinner in Mexico City. His Argentine colleague was not so prudent, and it probably saved their lives.

They were held up by two armed accomplices of the taxi driver. The robbers' mood turned ugly when they discovered Mr Bell was carrying only \$10.

"Fortunately for us, my colleague proved to be a much richer source of pickings. He had stepped out for the evening with \$1,000 in cash, a stack of credit cards and a \$3,000 watch," says Mr Bell, then a director of Seton Scholl, the UK healthcare group.

Given that carrying so much wealth runs counter to all advice to international travellers, the incident illustrates how difficult it is to find the right approach in emerging markets where kidnapping, corruption, organised crime or fraud may be rife.

Not that standard advice should be ignored. Mr Bell, now on the advisory board of Merchant International Group (MIG), a UK-based risk consultancy, admits his first mistake was to ignore the hotel's recommendation to use its limousines and avoid local taxis.

Once in the fix, however, he acted on MIG's advice and tried to establish a rapport with the gunmen by talking about his family and football.

Violent crime is only one of a web of non-conventional

risks facing businesses in immature and fast-changing markets. Ignoring or mishandling such risks cost multinational companies more than \$150n last year, according to a report to be published by MIG this week.

That startling estimate is based on research among 7,500 international companies based in the UK, US and continental Europe.

It amounts to an average 8 per cent to 10 per cent erosion of companies' total expected returns, says MIG.

"Corporate arrogance among western companies, including many multinationals, is surprisingly prevalent," says Stuart Poole-Robb, chief executive.

"A huge amount of financial resource and management time is lost each year as a result of inadequate research and analysis prior

## 'Corporate arrogance among companies is surprisingly prevalent'

to embarking into a non-domestic market."

The report addresses hidden threats to business success, ranging from bureaucratic obstruction and protectionism to religious fanaticism – a wider field than conventional risk data available from banks, credit agencies and economists.

Mr Poole-Robb says many

of these non-conventional risks, dubbed "grey-area dynamics" by MIG, are increasing (see chart). There has been a particularly steep rise to cynicism, organised crime and fraud in the past four years as locals become more sophisticated at exploiting western companies.

Forty-five per cent of companies said bureaucracy and corruption were important issues – and obstruction was not due to local officials alone. "What surprised many of the respondents was the level to which international business went to create difficulties and obstacles to their successful entry."

A British company, for example, suffered when US and French multinationals used local connections to slow its entry into the Thai market.

MIG has drawn up league tables of the riskiest countries in which to do business, depending on the nationality of the investor. Pakistan, for example, holds the greatest risks for UK multinationals, and Mexico for US companies.

The league tables are based on analysis of 40 types of risk that can cause assets to underperform, ranging from the passive and legal – such as language, customs and regulations – to the active and illegal, such as product piracy or pilfering. Nearly 60 per cent of companies said they had lost out in overseas markets by paying too little attention to local customs and attitudes.

One European retailer was shocked by the poor perfor-

mance of a new venture in Turkey, failing to consider the impact on relations with its Turkish managers and suppliers of appointing an extremely able Greek chief executive.

Dealing with corruption can also be a delicate matter. "It may not be illegal under local laws to pay a third party to lobby for a particular outcome or smooth the path of the company; indeed this may be critical to the success of an enterprise," says the report.

"Yet if revelation of such activity creates a suspicion of corruption by the company in the minds of the public, the damage inflicted on the company's reputation and its business may be significant."

In the case of political extremism, companies would

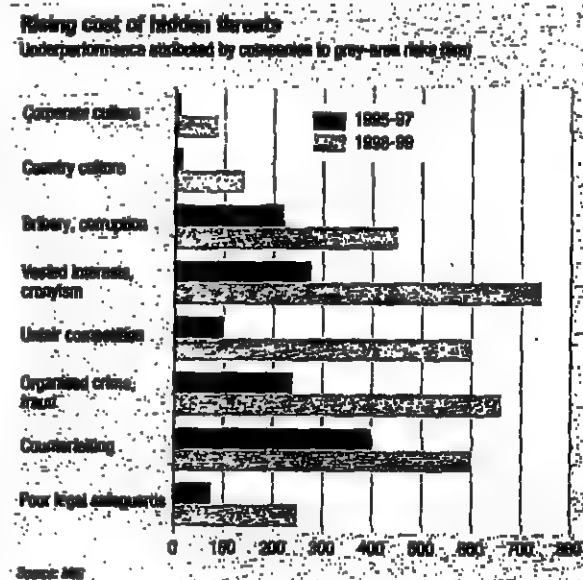
be unwise to dismiss it as irrelevant to their business operations.

"The company's own origins may determine whether or not it is targeted for extremist attack," it says. "How much protection the authorities are prepared to give it will also depend on how much power and popular legitimacy extremists wield."

The report makes bleak reading. But Mr Poole-Robb says companies can trade very profitably in risky markets.

"These dynamics, once measured, can show quite clearly in advance where markets will outperform expectation and where they will go into decline."

The Intelligence Gap 1999, available from MIG, £395. Tel: +44 171 289 5060 or e-mail: merchant@hotmail.com,



## Trading and Settlement Systems

## REQUEST FOR TENDER (RFT)

EA597/99

EnergyAustralia (EA) is a corporatised New South Wales, State Government business enterprise. It is Australia's largest electricity corporation managing 1.3 million customers and supplying one fifth of the Australian electricity market.

Tenders are invited for the supply and deployment of an integrated energy trading and settlement system for the Commodity & Financial Markets division (C&FM) of EnergyAustralia. C&FM has been trading in the wholesale electricity markets since 1996. Trading activity in the energy markets, including electricity and gas is expected to increase significantly to support the vision of becoming a leading multi-utility in the Asia Pacific Region.

Responses are sought from suitably qualified and experienced vendors, solution integrators, business partners or out sourcing parties. Responders are invited to tender all or part of the following requirements:

- Demand Forecasting
- Price Forecasting
- Risk Management
- Portfolio Management
- Energy Trading
- Contract Management
- Settlements
- Financial and Management Reporting

Respondents must register to request a copy of the tender package.

Bound copies of the tender package will then be made available to registered respondents or their nominees from EnergyAustralia, Ground Floor, 570 George Street, Sydney NSW 2001 (Bathurst Street entrance) from Tuesday, March 16th 1999. Applicants will be required to submit a signed confidentiality agreement and lodge a non refundable \$200 fee payable by cash or cheque to EnergyAustralia to collect the documents.

Completed submissions, clearly marked, must be placed in the Tender Box at EnergyAustralia's Head Office, 570 George St (in the Bathurst St entrance foyer) by 11.00am AEST Friday 9th April 1999. Tenders will be opened in public.

To register a request for a copy of the tender package contact: Mr. George Soumides, EnergyAustralia, Telephone +61 2 9269 2460 between 9am-5pm, local Sydney time.

ALL RESPONSES WILL BE TREATED IN THE STRICTEST CONFIDENCE

Respondents take full responsibility for their receipt of the RFT documents.

EnergyAustralia

## GROWING BUSINESS PRIVATE EQUITY

## UBS yet to reveal its claws

The private equity business UBS Capital must compete more aggressively in its home market if it is to be recognised as one of the industry's big cats, finds William Hall

Pierre de Weck, head of UBS Capital, a division of UBS, one of Europe's biggest banks, would seem to have one of the cushiest jobs in the private equity business. UBS has more surplus capital than it knows what to do with and access to a network of business contacts that most venture capitalists would die for.

While having too much money in the private equity business can sometimes be as bad as having too little, it has not hurt UBS Capital's record to date. Its business is fairly humming along. It earned SF739m (£166.50m) after tax on capital of SF7250m in the first nine months of 1998 – far more money than Julius Baer, Switzerland's biggest private bank, earned in all of 1998.

Last year's profits increased by an above average number of investments, and while UBS Capital refuses to disclose the historical rate of return on its private equity business, it is probably more than double the 25 per cent target rate of return that it has set itself for the next five years.

Mr de Weck, a 48-year-old ex-Citibanker whose father used to run UBS, has big ambitions for UBS Capital, which has grown substantially following last year's merger of UBS and Swiss

Bank Corporation. UBS already had a sizeable North American private equity business and Philmore Ventures in London. Swiss Bank Corporation's main vehicle was SBC Equity Partners, which specialised in the Swiss market.

Mr de Weck's target is to increase UBS Capital's profits by an average 11 per cent a year compared with 8 per cent for UBS Brinson, one of the world's biggest fund managers. By 2002 UBS Capital should be earning SF600m after tax on a private equity portfolio that will have doubled to SF40m.

Under UBS's recently revised corporate targets UBS Capital should be earning 50 per cent more than Brinson by 2002.

Hence, it is surprising to find that in its home market of Switzerland, UBS Capital is a long way from being the market leader. Foreign firms, such as Doughty Hanson and Texas Pacific, have been running rings around UBS Capital when it comes to cornering the big deals.

Mr de Weck is sensitive to accusations that UBS Capital is not able to compete on its home turf. It tends to do slightly smaller deals than Doughty Hanson, such as the acquisition of Mr Minit, the world's largest shoe repair chain.

UBS Capital's strategy is

no different from that of most other private equity firms. It is interested in companies that have the potential to be market leaders and is prepared to finance their ambitions.

"Unlike some of our competitors we are not going into the big 'flashy' deals. When we appear at the table we do not need to establish our credibility," says Mr de Weck. UBS Capital often caters to private families and "they do not necessarily appreciate lots of publicity about their affairs".

UBS Capital's skills lie in buying established cash flows, optimising them, leveraging them and adding growth with a view to exiting in three to five years.



he adds. "We are not an early stage investor. We normally wait until the product is ready and a company needs expansion capital."

The sole exception is the group's specialised software team in the US.

Some 95 per cent of its SF1.7bn portfolio is invested in later stage investments, and the biggest part is management buy-outs (61 per cent), followed by replacement capital (21 per cent). Start-up and other early stage investments account for only 1 per cent. More than half its 130 investments are in manufacturing.

One of UBS Capital's apparent advantages over its competitors is its access to finance which should give it

'Unlike some competitors we are not going into the big "flashy" deals. We do not need to establish credibility'

Pierre de Weck

an edge in refinancing deals. Meanwhile, UBS's private bank is servicing many of Europe's wealthiest individuals who have made their fortunes from business. When family entrepreneurs get close to retirement UBS Capital has an advantage because it could help facilitate a change in management and control.

Competitors tend to play down these advantages. Raising finance is the least of the problems for successful private equity operations at present, and UBS's network of contacts can result in conflicts of interest. Finally, the record of big international banks spawning successful private equity ventures is not particularly good. Chase Capital Partners is one of the few exceptions.

But Mr de Weck remains upbeat. His ambition is to establish UBS Capital as the industry role model for an integrated global private equity business. With offices in London, Paris, the Hague, Munich, Milan, Zurich, New York, Sao Paulo, Buenos Aires, Singapore and Hong Kong, it already has a bigger international network than nearly all its competitors.

However, if UBS Capital is to reach its ambitious profit targets it may soon have to start competing more aggressively with the likes of Doughty Hanson and Texas Pacific.

Only then will it be able to prove that it is one of the industry leaders.

JP 11/150



## EQUITIES

## Europe edges lower on Wall St indecision

## EUROPEAN OVERVIEW

By Florian Gimbel

A strengthening euro and Wall Street's indecision weighed on European shares yesterday, leaving the Eurotop 300 index marginally lower. Banking stocks, however, put in a sharp rally following BNP's takeover bid for rival groups Société Générale and Paribas.

Shares of the three French banks were suspended but enthusiasm over the deal buoyed financial stocks throughout Europe. If successful, the merger could produce the largest European bank in asset terms, heightening hopes for further consolidation in the European banking sector.

"It will happen in two stages, with national consolidation preceding pan-

European consolidation," said Ian Scott at Lehman Brothers.

Germany's Dresdner, which has a small cross-holding with BNP, ended 5.5 per cent higher at €33.10 on speculation that the two banks could soon forge closer ties.

Merger talk also swept through the Italian banking sector, sending Banca Commerciale Italiana shares 8.1

per cent higher on speculation of a possible merger with Unicredit.

Other sectors, however, felt the pinch of a rising euro, with industrial stocks being particularly affected. Fears of higher US interest rates, which had underpinned a stronger dollar following Tuesday's comments by Alan Greenspan, chairman of the Federal Reserve. He

said there were no signs of inflation in spite of continuing US growth.

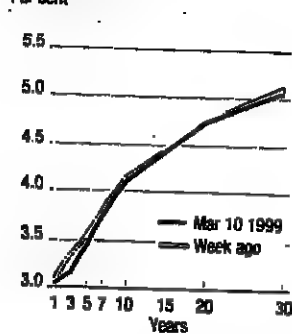
February turned out to be rather weak for European equities as investors worried about the strength of the US economy and the weakness of output in Europe.

The FTSE Eurotop 300 posted a 0.5 per cent gain, while the Euro Stoxx 100 fell 1.7 per cent. Industrials were weak but consumer cyclical, such as leisure and media, put in a strong performance on a healthy consumer confidence.

Yet the impact of weak industrial output on the European index could be increasingly limited because of their relatively small weightings.

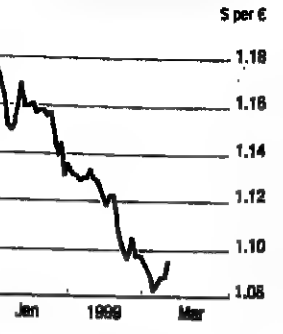
The FTSE Eurotop 300 index fell 1.66 to 1,237.69 while the Euro Stoxx 100 declined 5.68 to 2,853.76. The FTSE Ebioc index of leading stocks in the euro-zone settled 0.51 lower at 1,008.28.

## Euro bond yield curve



Source: Intercontinental Data/FT Information

## Euro against the dollar



Source: Intercontinental Data/FT Information

## FTSE Actuaries Share Indices

Index	Value	Change	%	YTD	1Y	3Y	5Y
FTSE Eurotop 300	1,237.69	-0.13	-0.01	2.18	3.14	12.77	27.72
FTSE Euro Stoxx 100	2,853.76	-5.68	-0.20	2.17	6.57	10.65	15.15
FTSE Ebioc	1,008.28	-0.51	-0.05	0.71	0.74	10.25	23.49
FTSE Ebioc Ind	1,177.58	-0.68	-0.06	2.70	2.36	12.84	28.45
FTSE Ebioc Fin	1,222.49	-0.40	-0.03	3.18	1.34	12.51	28.58

Source: FTSE Actuaries

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.920	96.920	+0.010	96.930	96.910	13,941	13,957
Jun	97.070	97.070	+0.005	97.075	97.065	25,553	25,563
Sep	97.080	97.080	+0.002	97.085	97.075	7,037	7,047
Dec	96.845	96.845	+0.025	96.855	96.835	8,252	8,262

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Month	Open	Settle	Change	High	Low	Est. Vol.	Open Int.
Mar	96.925	96.925	+0.010	96.930	96.920	710	117,380
Jun	97.065	97.065	+0.005	97.070	97.060	12,533	118,833
Sep	97.075	97.075	+0.002	97.080	97.070	204	8,321
Dec	96.845	96.845	+0.025	96.855	96.835	184	9,409

## THREE MONTH EURO LIBOR FUTURES (LBP) €1m 100-rate

Mar	96.925	+0.010	6.2	-	-
Jun	97.065	+0.005	12.5	-	-
Sep	97.075	+0.002	12.5	-	-

FARMACIAL & HOUSEHOLD PRODUCTS						
Month	Open	Settle	Change	High	Low	Est. Vol.
Mar	65	-0.4	5.3	6.5	6.0	72,528
Jun	72.58	-0.4	4.3	4.3	4.2	117,380
Sep	72.58	+0.15	20.6	6.1	5.8	118,833
Nov	71.57	-1	4.7	1.0	1.1	117,380

FARMACEUTICALS						
Month	Open	Settle	Change	High	Low	Est. Vol.
Mar	17.33	+3	29.2	8.8	1.2	17,333
Jun	20.65	+1	107.6	4.4	4.2	117,380
Sep	20.65	+1	107.6	4.4	4.2	117,380







## CURRENCIES &amp; MONEY

## Bear market reigns despite euro rally

## MARKETS REPORT

By Alan Beattie  
and Melanie Carroll

The euro recovered from recent lows yesterday but failed to make a significant break upwards.

Despite recent talk of the new currency approaching parity with the dollar, the euro rose above the \$1.09 level against the dollar yesterday. But it stopped short of \$1.10, leaving it vulnerable to further falls. The euro closed at \$1.095 against the dollar in London yesterday.

The strength of sterling against the dollar yesterday after the UK's Budget, which saw some of the market being seen as being mildly expansionary, may have helped the euro.

With the euro's rise yesterday being limited, few in the market thought the currency's downward trend would be reversed.

"This looks like a classic

bear market rally," said Nick Parsons, currency strategist at Paribas in London. "It could go as high as \$1.095, but I don't think we have seen the low of the euro yet."

Mr Parsons said that with the story about the relative strengths of US and euro-zone economies well established, the market needed another excuse to continue selling the euro. "And with only retail sales data out this week, and the market already having priced in a high figure, it doesn't look like we are going to get it very soon," he said.

Short sterling contracts clawed back some of their losses today after yesterday's sell-off following the

announcement of the UK Budget.

Having digested analysts' views on the fiscal stance, traders evidently decided that some of late Tuesday's bearish reaction had been a little overdone.

Contracts at the front end of the strip gained up to 7 points yesterday, regaining more than half of the ground lost on Tuesday. Implied base rates now trough at between 5 and 5 1/2 per cent towards late 1999.

The Pakistani government yesterday relaxed some of the foreign exchange restrictions brought in last July after international sanctions were imposed.

From Thursday, exporters will be able to sell 95 per cent of their foreign exchange earnings at the market rate and 5 per cent at the official rate, replacing the earlier 80/20 split.

The decision increases the possibility that the govern-

ment will soon move back to a single market-based rate, as demanded by the International Monetary Fund.

Ecuador's currency crisis is unlikely to lead to the government pegging the sucre to the dollar via a currency board, market analysts say.

Ecuador entered crisis mode this week, with the government announcing two

bank holidays to prevent further falls in the currency during a general strike.

Nick Douch, emerging markets analyst at Barclays Capital, said a currency board could provide stability because the government is unable to print money.

"It's also about belief - the theory goes that because people can convert to the dollar means that they won't."

But the country has too few reserves to cover a currency board, with \$1.2bn in external debt, he said.

The IMF would only intervene if it decided Ecuador was important enough, he added.

He criticised recent government intervention in the currency markets.

"It's not a nice way out, but I think a recession would do a lot of what is needed to reduce the current account deficit," he added.

Other currencies

Mar 10

£ 1.0000

US\$ 1.0000

JP¥ 100.0000

CHF 1.0000

DEM 1.0000

SGD 1.0000

HK\$ 1.0000

NT\$ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

bank holidays to prevent further falls in the currency during a general strike.

Nick Douch, emerging markets analyst at Barclays Capital, said a currency board could provide stability because the government is unable to print money.

"It's also about belief - the theory goes that because people can convert to the dollar means that they won't."

But the country has too few reserves to cover a currency board, with \$1.2bn in external debt, he said.

The IMF would only intervene if it decided Ecuador was important enough, he added.

He criticised recent government intervention in the currency markets.

"It's not a nice way out, but I think a recession would do a lot of what is needed to reduce the current account deficit," he added.

Other currencies

Mar 10

£ 1.0000

US\$ 1.0000

JP¥ 100.0000

CHF 1.0000

DEM 1.0000

SGD 1.0000

HK\$ 1.0000

NT\$ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

₹ 1.0000

## WORLD INTEREST RATES

## MONEY RATES

Mar 10	Overnight	One month	Three months	Six months	One year	Long term	Debt	Repo
US	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	3.00
UK	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4.50
Japan	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	0.50

## EURO LIBOR AREA LIBOR

Mar 10	Overnight	One month	Three months	Six months	One year	Long term	Debt	Repo
US	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	3.00
UK	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4.50
Japan	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	0.50

## INTERNATIONAL CURRENCY RATES

Mar 10	Start	1 day	One month	Three months	Six months	One year
US	31.21	31.21	31.21	31.21	31.21	31.21
UK	31.21	31.21	31.21	31.21	31.21	31.21
Japan	31.21	31.21	31.21	31.21	31.21	31.21

## THREE MONTH EURO LIBOR FUTURES (CME)

Mar 10	Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar	96.92	96.92	+0.01	96.93	96.91	13,411	13,411
Jun	97.05	97.05	+0.01	97.06	97.04	12,553	12,553
Sep	97.07	97.07	+0.01	97.08	97.06	2,563	2,563
Dec	96.95	96.95	+0.01	96.96	96.94	8,232	8,232

## THREE MONTH EURO LIBOR FUTURES (CME)

Mar 10	Open	Settle	Change	High	Low	
--------	------	--------	--------	------	-----	--



## COMMODITIES &amp; AGRICULTURE

## Poor year for British Columbian forestry

By Scott Morrison  
in Toronto

British Columbia's forest products industry suffered a disastrous 1998, in which the province's forestry companies lost a combined \$1.5 billion (US\$950m), according to preliminary estimates by PriceWaterhouseCoopers.

Mike MacCallum, forestry analyst at the professional services company, said the sector's operating profits were not expected to improve markedly this year, although write-downs should not affect the bottom line as much as they did in 1998.

Write-downs, restructuring charges and foreign exchange losses accounted for more than half the industry's losses last year. Pulp was the biggest loser, accounting for \$440m in after-tax losses. Solid wood accounted for \$360m.

The only improvement was in newsprint, which had after-tax profits of \$50m, compared with a \$85m loss in 1997, improved results in newsprint were not enough to prevent the province's forestry industry from posting its largest collective loss.

The industry posted a collective loss of \$1.5 billion in 1997, prompting sources to predict it had hit bottom. Further operating losses are expected in 1999, which would be the fourth consecutive year the sector had lost money.

Mr MacCallum said total 1998 sales by the province's forestry groups were expected to be about \$1.5bn, the same as in 1996 but down from \$1.6bn in 1997.

British Columbia's forestry companies are a significant component of Canada's forest products sector and the province's primary industry. It has been hit hard by high production costs, low commodity prices, weak Asian demand and limited access to the US market.

## Little anxiety in Australia but debate is growing

Genetically modified blue carnations have not caused concern, but then the flowers are not eaten, writes Stephen Wyatt



Genes and crops

For many Australians, genetic engineering means blue carnations rather than genetically modified food.

Branded Moondust, a new genetically engineered blue carnation will be marketed throughout Europe later this year by Florigene Flowers. Genetic modification (GM) will allow the flowers to last longer by introducing a gene that suppresses the production of an enzyme that promotes wilting.

So far, in Australia, this has not created any concern but then, the flowers are not eaten, and the genetic engineering does not involve work on animals.

It produces little of the anxiety caused by transferring the antifreeze gene from arctic fish to create frost-resistant tomatoes, genes from bacteria to create insect-fighting cotton and potatoes, or insecticide-resistant soybeans, corn and canola. There is none of the angst provoked by genetically altering animals to create replacement organs.

In Australia, sentiment is not nearly as negative as it is in continental Europe and the UK. Last month, the Australian and New Zealand Food Association, the body empowered to rule on the safety and wholesomeness of all foods, pronounced genetically modified cotton and soybeans safe.

Genetically modified cotton has now been grown in Australia for three years and farmers have embraced it. Some 30 per cent of Australia's cotton crop is now genetically modified.

The leaves of the cotton plant produce a natural insecticide and this has reduced the spraying of insecticides on GM cotton fields by 50 per cent, with some fields receiving 90 per cent less spraying.

Based on 1997/98 plantings of 64,000 hectares, Monsanto, which developed the GM Ingard or Bt cotton, calculates that the amount of insecticide usage has been reduced by 738,000 litres.

Thousands of people around the world have implanted pig heart valves, many exported from Australia. "Why is it that this does not get a great reaction, yet engineering a whole pig heart does?" asks Oliver Mayo, chief of animal production at the CSIRO, the government research group.

The debate, nevertheless, is growing. In the coming months, the Australia and New Zealand Food Authority will rule on the safety of GM insecticide-resistant "Roundup Ready" cotton, corn, canola and Bt corn. Australian fast food operators are preparing for a possible increase in consumer concern. McDonald's has confirmed that none of its products contains genetically modified foods, although it acknowledges that screening is not easy as 10 per cent of its cooking oil comes from cottonseed oil.

At the same time the Australian and New Zealand Food Standards Council



Genetically modified cotton has been grown in Australia for three years, and farmers have embraced it

voted last December to require the labelling of genetically modified food.

There are now calls for reform to streamline the control of GM products. A variety of state government and Commonwealth government bodies currently control different areas of the genetic products industry.

The Commonwealth government proposed the establishment of a Gene Technology Office in late 1997 to oversee the research, development and uses of gene technology. It has still not been established.

There is conflict at the Commonwealth level over which department should oversee the GM industry. Mark Vaile, agriculture minister, wants control of food from pasture to plate.

Consumer and medical groups argue that it is vital that the sectors of government that set standards be separate from those that promote and support industry. They prefer control to stay with the Ministry of Health.

In the international arena, the Australian government has tended to side with other agricultural exporters, such as the US, Canada and Argentina. This was evident at recent talks in Colombia on the UN Safety Protocol, which is aimed at protecting native animal and plant species from contamination by GM crops and animals.

These talks broke down, with the US-led Miami group, which included Canada, Argentina and Australia, arguing that billions of dollars of agricultural trade,

an increasing proportion of which is genetically modified, would be hit by unnecessary bureaucratic controls. Australian farm, food and biotech industry groups argued that a protocol could lead to a pervasive new category of trade restrictions on promising agri-food exports.

In the interim, consumers are happy to purchase products from supermarkets, up to half of which include some form of genetically modified product, walk about with pig valves in their hearts and wear shirts made from cotton that, when eaten by insects, punches a hole in the insect's throat.

This article is the second in a series on genetically modified crops. The first appeared on March 8; the next will appear on March 16.

## Brewers invest in Romanian revival

By Joe Cook in Bucharest

International brewers that have invested some \$300m in Romania, are pioneering the development of local barley, hops and malt farming and processing to reduce their reliance on Czech, German and Hungarian ingredients.

The moves coincide with a revival of Romania's beer industry. After a slump in production and consumption in the early to mid-1990s, beer sales increased by 35 per cent in 1998. This year the industry expects to produce about 1m hectolitres of beer, signalling a return to levels of production before the 1989 revolution.

Moreover, the Romanian palate is rapidly acquiring a taste for premium beers that require quality ingredients.

Over the next three to five years we foresee an increase in demand for quality barley," said John Gore, chairman of Brewery Holdings, a UK company with majority stakes in three Romanian breweries.

South African Breweries, that has invested more than \$60m, is already working with Soufflet, the French maltster, and local farmers to import and grow malting barley. Brewery Holdings and Delgaty Spillers, the UK seed and farm feed producers, have held extensive discussions to the same end.

International brewers are prepared to pre-finance the import and cultivation of quality barley seed in exchange for exclusive supply contracts. Mr Gore envisages modern malting facilities with annual capacity of 100,000 tonnes will be built within three years.

Brewery Holdings, which imports 70 per cent of its hop requirements from the Czech Republic and Germany, paying import duties of 21 per cent a tonne, is also keen to revive Romania's once large hop industry.

## Reports of producer talks lift crude oil prices

## MARKETS REPORT

By Robert Corzine  
and William O'Connor

Reports that oil ministers and senior officials from leading members of the Organisation of Petroleum Exporting Countries and some non-OPEC producers will meet today in Amsterdam for talks on a new

round of production cuts gave a boost to prices of crude oil yesterday.

The producers meeting, which will include Saudi Arabia, Mexico and Venezuela, the three biggest exporters to the US oil market, the world's biggest, follows an agreement between some of the leading Gulf Arab oil producers, including Saudi Arabia and

Kuwait, on the need for a new round of "substantial" production cuts.

The benchmark Brent Blend contract for April delivery was quoted at \$11.97 a barrel in late trading on London's International Petroleum Exchange, up 31 cents on Tuesday's close.

The latest flurry of oil diplomacy is taking place against a backdrop of continuing weakness in the global oil market.

Yesterday, the International Energy Agency reported that, although growth in world oil demand this year was expected to recover from the dismal levels of last year, the estimated 1.3 per cent rate of growth would still be well below the 1.75 per cent average for 1990 to 1997.

January's rise in aluminium stocks had analysts nostalgically harking back to the former producer cartel.

The International Primary Aluminium Institute announced yesterday that total stocks rose to 3.182m tonnes at end-January, the highest since April 1996, while producer stocks were the highest since September 1996 at 1.734m tonnes.

However, French group Pechiney, accompanied by a coalition of producers, issued a statement that it is to reactivate the remainder of its idled Pyrenean capacity.

Ted Arnold, analyst at Prudential-Bache, said that production surpluses persist far longer nowadays than they used to under the old cartel-like system.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Associated Metal Trading)

(All figures in \$ per tonne)

Commodity	Sett	Day's	High	Low	Open
Copper	1153.5-4.5	1177.5			
Aluminium	1143.4-4	1166.5-47.5			
Lead	1165.5-47.0	1179.1-50			
Steel	1169.0	1177.0			
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			
Iron	1169.0	1177.0			
Other	1169.0	1177.0			

Commodity	Sett	Day's	High	Low	Open
Gold	350.0	350.0			
Platinum	1165.5-47.0	1179.1-50			







**FT MANAGED FUNDS SERVICE**

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

[illegible]

هكذا من اجل



**FT MANAGED FUNDS SERVICE**

• FT Ceylon Unit Trust Prices are available over the telephone. Call the FT Ceylon Help Desk on (+44 171) 873 4378 for more details.

### Offshore Insurances and Other Funds

[illegible]



## LONDON SHARE SERVICE

## ALCOHOLIC BEVERAGES

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## BANKS, RETAIL

Company	Price
ABN AMRO	10.00
Barclays	10.00
Bank of Scotland	10.00
Bank of Ireland	10.00
Bank of London	10.00
Bank of Montreal	10.00
Bank of New York	10.00
Bank of Paris	10.00
Bank of Spain	10.00
Bank of Tokyo	10.00
Bank of West	10.00
Bank of America	10.00
Bank of China	10.00
Bank of India	10.00
Bank of Japan	10.00
Bank of Korea	10.00
Bank of Russia	10.00
Bank of Singapore	10.00
Bank of South Africa	10.00
Bank of Sweden	10.00
Bank of Switzerland	10.00
Bank of Taiwan	10.00
Bank of Thailand	10.00
Bank of Vietnam	10.00
Bank of Yugoslavia	10.00
Bank of Zimbabwe	10.00

## BREWERIES, PUBS &amp; REST

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## BUILDING MATS. &amp; MERCHANTS

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## CHEMICALS

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## CONSTRUCTION

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## CONSTRUCTION - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## DIVERSIFIED INDUSTRIALS

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## ELECTRICITY

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## ELECTRONIC &amp; ELECTRICAL EQUIP

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## ENGINEERING - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## ENGINEERING, VEHICLES

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## EXTRACTIVE INDUSTRIES

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## FOOD PRODUCERS

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## FOOD PRODUCERS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## GAS DISTRIBUTION

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## HEALTH CARE

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## HOUSEHOLD GOODS &amp; TEXT

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00



## INSURANCE - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

## INVESTMENT TRUSTS - Continued

Company	Price
Adnams	10.00
Brewery	10.00
Carlsberg	10.00
Guinness	10.00
Heineken	10.00
Johnnie Walker	10.00
Miller	10.00
Stout	10.00
Tennent	10.00
Vanguard	10.00

Handwritten note: 10.00







## LONDON STOCK EXCHANGE

## Bulls emerge as winners after day-long struggle

## MARKET REPORT

By Steve Thompson,  
UK Stock Market Editor

A sense of anti-climax pervaded much of the blue chip end of London's equity market yesterday as many stock prices slipped away during a relatively subdued post-Budget trading session.

After a last gasp tussle between the market's optimists and pessimists, the FTSE 100 was left with a hard-won 3.8 gain at 6,241.5.

That was a far cry from its early showing which saw the index drop just short of 70

points to well below the 6,200 mark.

But the weakness that affected blue chips for much of the day did not envelop the whole market. The mid and smallcap indices showed a marked reluctance to give back any of their recent strong gains.

The FTSE 250 extended its winning sequence to 13 straight sessions, during which time the index - up 33.3 to 5,409.0 yesterday - has risen more than 350 points or 4.9 per cent.

Similarly, the FTSE Small-Cap index has enjoyed a strong run, rising for five

consecutive sessions and 12 out of the past 13 trading days.

Up 11.2 at 2,334.0 yesterday, the SmallCap has advanced 87.64, or 3.9 per cent, during those 13 days.

Dealers were surprised at the extent of the market's early setback which they said was more a reflection of Wall Street's poor showing overnight - the Dow Jones Industrial Average finished 33 points lower - than disillusionment with Gordon Brown's third Budget.

On the contrary, the Budget proposals drew a mostly enthusiastic response from

the press and from many strategists.

In its Budget review, the strategy team at BT Alex Brown described the overall proposals as "good for equities, bad for bonds", saying: "The equity market is likely to take heart from Mr Brown's Budget. In the very short run, the FTSE 100 may even hit new highs." But it warned that "the upside is likely to be constrained by a backing-up in gilt yields".

Dresdner Kleinwort Benson's team said: "Market earnings should be boosted by around 1.5 per cent in 1999/2000. A sense of relief

should be felt by all but UK industrials."

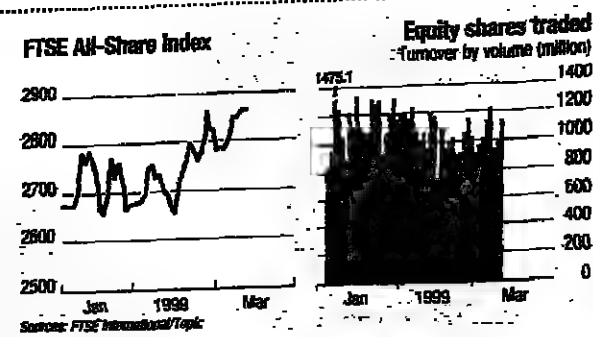
The market's late burst of strength owed much to a strong drive by Reuters, whose shares became Footsie's best performers following a strategic review outlined to analysts and institutions in London.

Earlier in the day, bank shares had provided a prop for the FTSE 100 as speculators chased the perceived takeover targets - Abbey National and Alliance & Leicester - after the surprise hostile bids for French banks Paribas and SocGen, launched by BNP.

Meanwhile, the lack of duty increases on alcohol helped the drinks stocks surge ahead. Tobacco shares were buffeted by the duty increases on cigarettes, and Galleher was additionally bruised by its relegation from the FTSE 100 to the 250 index.

Other FTSE 100 casualties included Safeway, Williams and Tomkins, while new entrants were Energis, South African Breweries, Mysys and RMAP.

Turnover in equities picked up during the afternoon, finishing at 1.15bn shares.



Indices and ratios

FTSE 100	6241.5	+3.8	FT 30	2334.0	+11.2
FTSE 250	5409.0	+4.9	FTSE Non-Fin p/e	24.90	+0.15
FTSE Small-Cap	2334.0	+11.2	FTSE 100/FT 30	26.74	+0.15
FTSE All-Share	2855.8	+2.7	10 yr Gilt yield	4.75	-0.05
FTSE All-Share yield	2.67		Long gilts yield	5.81	-0.05

Best performing sectors

1. Banking & Finance	+2.2
2. Basic Metals	+1.7
3. Support Services	+1.4
4. Leisure & Hotels	+1.4
5. Retailers/Grocers	+1.3

Worst performing sectors

1. Tobacco	-3.2
2. (Oil) Exploration & Prod	-2.7
3. Chemicals & Allied	-1.5
4. Extractive Industries	-1.4
5. Electricity	-1.4

Reuters  
soars to  
new high

## COMPANIES REPORT

By Peter John and Joel Kibaze

Reuters Group hit an all-time high yesterday in belated response to its strategy meeting on Budget day.

The financial information group had told analysts that it intended to boost the margins in its information business from 10 to 15 per cent.

Tuesday's presentation offered details as to how the restructuring of the group over the past year will lead to efficiency savings and higher margins but had little effect on the day as the market focused on Gordon Brown's comments.

Also, dealers said there had been some buying ahead of the meeting and that took a while to be absorbed.

However, as the flow of available shares dried up, a couple of broker recommendations prompted a technical squeeze which was exacerbated when the Dow Jones Industrial Average started trading and buyers emerged in New York. US investors hear the Reuters presentation next Tuesday.

The shares shot forward to 973p before closing more than 7 per cent or 65 up on the day at 967p.

Telecoms group Energis cruised into the FTSE 100

after the FTSE equity index committee held its quarterly meeting yesterday to decide changes to the index commitments.

The stock had been expected to enter the premier listings after National Grid, 2 off at 434p, reduced its holding in the company from just over 74 per cent to 49.5 per cent earlier this year.

Yesterday the shares jumped 42p to 597p. Sentiment was enhanced by a decision from industry regulator Ofcom to leave the present arrangements over shares in revenue from telephone calls to the internet unchanged.

The move was an attempt to resolve a dispute over charges between BT, 12 lighter at £10.61, and other telephone companies.

Chris Goddard at Henderson Crosthwaite said the decision was less negative for companies such as Energis than many had feared.

"Ofcom has deferred the big decision on how much BT should retain of the price of internet calls until 2001. Clearly, this is better news for Energis and other internet carriers," said the broker.

He now expects internet revenue for Energis to be higher than initially expected.

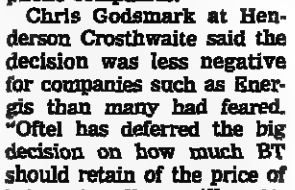
The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors



There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.

The recent strong run by

Best and worst performing FTSE sectors

There was little change in South African Breweries, the drinks group that is another of the new Footsie constituents. The shares closed at 507p.

Buyers of software group Mysys that helped send the shares 29 ahead to 874p will be cheered by the news of its return to the FTSE 100, as will followers of publishing group Emap, unchanged at £14.15.

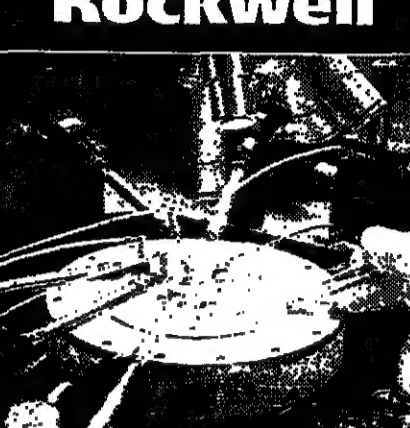
The four companies ejected from the FTSE 100 are tobacco group Gallaher which fell 22 to 383p; food retailer Safeway, a busy trade yesterday with turnover of 18m as the shares gained 7 to 248p; Tomkins which rose 7 to 313p; and Williams whose shares added 5p to 370p.

Shares in defence and engineering group British Aerospace hardened 5 to 421p after Merrill Lynch turned more positive on the stock.

The US investment bank moved its recommendation from "negative" to "neutral" having turned negative in December.



## WORLD STOCK MARKETS



# Rockwell

Rockwell Science Center works in partnership with more than 200 universities, laboratories and companies world-wide.

<http://www.rockwell.com>



**3:30 PM March 10**

## NEW YORK STOCK EXCHANGE PRICES

A		B		C		D		E		F		G		H		I		J		K		L		M		N		O		P		Q		R		S		T		U		V		W		X		Y		Z	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50		
51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100		

**IN-SECTS** (Pan European Sector Indices from EuroBench®)

**INSECTS** (ran European sector indices from **EuroBench**)<sup>1</sup>. The **INSECTS** – pan European equity sector indices from EuroBench – contain only those liquid stocks that show strong sector behaviour in their price-movements. Therefore, the indices really represent the core sector trend. Using the correlation of each constituent with the sector trend to weight the constituents, an even weighting is achieved ensuring maximal diversification while offering the best sector trading available. (Values preceded with **it** = indicative).

[illegible]

EuroBench is an independent index provider based in Brussels. Full information on the MIBEX35 and EuroBench is available on [WWW.EURO-BENCHMARK.COM](http://WWW.EURO-BENCHMARK.COM) and [WWW.EUROBENCH.COM](http://WWW.EUROBENCH.COM). A free daily Email service can be subscribed to. For hard copy information and professional and private investor brochures call + 32 2 509 9460 or fax + 32 2 509 1389.

Price data supplied by Financial Times Information.

Yearly highs and lows for NYSE reflect the period from Jan. 1, 1990. Unless otherwise noted, rates of dividend are annual distributions based on the latest declaration. Volume figures are unofficial.  
d=new yearly low. P/E=price-earnings ratio. vol.=volume. n=new yearly high. 2-yr=dividend or 2x-rights yield. 2-sales is full.

# Dealings suspended.

**3 FT Free Annual Reports Club**  
You can obtain the current annual reports and

You can obtain the current annual reports and the available quarterly reports of any companies on the US exchanges with a  $\frac{3}{4}$  symbol. To order reports ring

names of the companies whose reports you want and fax your request to International Access.

1-804-320-8135. Reports will be sent the next working day, subject to availability. You can also order online at <http://info.elsevier.com>.

online at <http://www.lcbinc.com/cgi-bin/ftl>.







# STOCK MARKETS

## Surprise BNP move fails to inspire equities

### WORLD OVERVIEW

A surprise hostile bid in the French banking system failed to do much to inspire world equity markets yesterday, writes Philip Cogan.

The bid by BNP for Société Générale and Paribas caused plenty of excitement in the European banking sector. Analysts reckoned that, if the deal went through, it would spur other leading groups into action.

The Paris market edged

higher on the news but Frankfurt fell more than 1 per cent and the Euro Neuer Markt, which specialises in smaller companies, fell nearly 5 per cent in response to investor worries about growth prospects at one of its star performers, Mobilcom.

Asian markets had enjoyed a pretty buoyant day with the Tokyo bourse in particular being carried higher by further reaction to Sony's restructuring plan,

which investors hoped would set an example to other Japanese businesses. The Nikkei 225 average gained 2.5 per cent and consolidated its position above the 15,000 level.

Wall Street started in rather mixed fashion, despite the encouragement given by Alan Greenspan, the US Federal Reserve chairman. Speaking at a conference on Tuesday, Mr Greenspan said: "Growth of output has

remained vigorous, unemployment is lower than it has been in nearly 30 years and yet, despite the tautness in labour markets, there have been no obvious signs of emerging inflation pressures."

Those comments appeared to calm fears that the Federal Reserve was about to raise interest rates, after some strong US economic data recently.

However, Lombard Street Research argues that US

inflation, now 1.7 per cent, could reach 3 per cent by the end of this year and 4 per cent by the end of 2000.

Lombard Street argues that US inflation "has been held down mainly by reductions in import and oil prices, and the knock-on effect of brutal worldwide manufacturing competition on US industry."

"Inflation would have been nearly 2 per cent higher during 1998 without these bene-

The economists add that "recent rapid growth has left US gross domestic product 2.7 per cent above productive potential and 1999 will see continued above potential growth. Import and oil prices are not expected any longer to provide a deflationary offset to excessive domestic demand."

The resulting rise in inflation, believes Lombard, will drive bond yields towards 6.5 to 7 per cent in the next few months.

### EMERGING MARKET FOCUS

## Budapest takes another beating

Hungary may be eastern Europe's healthiest economy but an investor who put his money in equities on the Budapest stock exchange in mid-January could be forgiven for forgetting it.

From a high of 6,943 on January 10, the market fell steadily until March 4 when the Bux index hit a low of 5,283, a fall of 24 per cent.

The falls are nothing like as sharp as the near halving in value during last year's Russian crisis, but on this occasion there are no large external shocks - except the distant one from Brazil - to explain the collapse. In a country which has 5 per cent economic growth and inflation falling into single digits, the high proportion of foreign investors in the market will have suffered more because the losses were accompanied by declines in the value of the forint.

The poor performance comes in the wake of a bull run which saw the Bux rise from 1,500 in 1996 to more than 9,000 last April. John Barnett, equities analyst at Ruffen Securities in Budapest, puts the falls down to bad news magnified by fear. The main news was December's current account deficit of \$600m which pushed the year's total up to \$2.5bn, 4.7 per cent of GDP, against \$981m for 1997. Added worry came from the government's FY98 budget deficit for January, 15 per cent of the full year's budgeted total.

Even better-than-expected progress on inflation appeared to falter. The consumer price index for January was 9.8 per cent, against the 8.4 per cent forecast. The wave of negative news reminded investors of Hungary's last major economic upset, in 1996. Then, a balance of payments crisis precipitated a sharp devaluation in the forint and a tough austerity programme.

Idlko Fecser, director of the economics and analysis department at the Budapest exchange, believes the exchange was partly a victim of its own success. However, it is one of the few in the region where portfolio investors can get money in and out quickly.

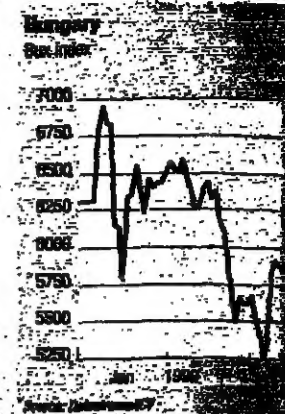
However, a high proportion of payments deficit was the repatriation of profits by a handful of foreign multinationals, partly for technical accounting reasons. In addition, many imports are capital goods to equip the new manufacturing industries.

Ministers' efforts to explain the figures, however, fell on stony ground until this week. Then, January's current account figures showed a deficit of just \$17m, much less than the \$250m consensus forecast.

Even better-than-expected progress on inflation appeared to falter. The consumer price index for January was 9.8 per cent, against the 8.4 per cent forecast.

The wave of negative news reminded investors of Hungary's last major economic upset, in 1996. Then, a balance of payments crisis precipitated a sharp devaluation in the forint and a tough austerity programme.

Idlko Fecser, director of the economics and analysis



## Dow gains as Fed chairman raises spirits

### AMERICAS

Market-friendly comments by Federal Reserve chairman Alan Greenspan on Tuesday helped to raise spirits on Wall Street and stocks, weak early in the session, drifted higher at midday, writes Richard Waters in New York.

The Dow Jones Industrial Average was 47.17 higher at 9,740.93 while the broader Standard & Poor's 500 index edged up 1.72 to 1,281.58. The Nasdaq composite index rose 1.32 to 2,394.16.

Among the winners in the Dow, DuPont rose 3.24 or more than 6 per cent to \$59. After the company announced plans to launch a separate tracking stock to reflect the performance of its life sciences business.

Oil stocks in the Dow also performed strongly as oil prices rose in early trading on the prospects of reduced output by Opec members. Exxon jumped 3.24 or 3.4 per cent to \$72.4 while Chevron rose 3.8 or 3.8 per cent to \$52.1.

Many tech stocks remained mixed on continuing concern about the profits outlook for many leading companies in the sector. Computer Associates fell 3.54 or 15 per cent to \$39. After a downgrade by Morgan Stanley Dean Witter.

The semiconductor sector rebounded from recent weakness, with leader Intel up 2.24 to \$117. After its recent settlement with government regulators.

Sears Roebuck rose 1.44 or 1.44 per cent to \$44. After announcing plans to repurchase up to 1.5bn

worth of stock.

Bonds pulled back after a string of strong sessions ahead of economic figures due out later in the week, including retail sales and producer prices. By early afternoon, the benchmark 30-year bond was 1/8 lower at 95 1/8, sending the yield higher at 5.558 per cent.

Small company shares moved higher, sending the Russell 2000 index almost 1 point higher to 400.18.

Banking shares were mostly higher, led by Citigroup, which benefited from an upgrade by Morgan Stanley Dean Witter. The stock rose 1/8 to \$63.7.

TORONTO was higher at midsession as oil and gas stocks put in a strong performance. The TSE-300 composite index had climbed 56.23 by noon to 6,544.90 in volume of \$5.4m shares worth C\$1.1bn.

The rise for the oil group was fuelled by a jump in Brent crude oil futures after Gulf Arab oil ministers said on Tuesday that production cuts should be "considerable" and sufficient to cut excess stocks.

In the oil group, Tallman Energy was up C\$1.50 to C\$28.30 and Imperial Oil rose 50 cents to C\$35.40.

The industrial products group also showed resilience. Northern Telecom jumped C\$3.90 to C\$62.15.

The rise came after Nortel said AT&T has selected it as a potential supplier for advanced voice switching systems to support AT&T's Worldwide Intelligent Network.

### EUROPE

BNP's shock takeover bid for merging banks Paribas and Société Générale dominated trading. The hostile offer, the first in France for a decade, sent speculation rippling across Europe.

Analysts said the bid, which would create the largest European bank by asset value, could unleash a wave of foreign counterbids. The transaction could also boost domestic consolidation.

Shares in the three banks were suspended for the day but insurance company Axa, a supporter of the takeover with stakes in all three, added 6.70 to €121.50. CCF, still considered a bid target, came within 5 cents of its all-time peak before settling 64.15 higher at €37.55.

In Madrid, Argentina, up 82 cents at €21.77, and BBV, up 27 cents at €13.33, were the biggest gainers while Sweden's SEB gained SKr4 to SKr103.

Unidamark contributed to the M&A frenzy when it said it would merge with insurer Tryg-Baltica, adding DKr28.25 to DKr70.25.

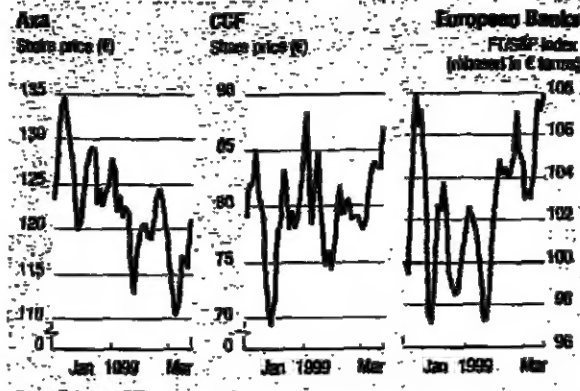
In Germany, Dresdner Bank, which has links with BNP, added €1.72 or 6 per cent to €33.10. Deutsche Bank, invariably seen as a potential suitor in any banking reshuffle, added 90 cents at €47.52. Dutch lender ABN Amro barely blinked, hardening 10 cents at €17.60.

Swiss banks were given an early boost but the sector soon ran out of steam. UBS, which reports 1998 results tomorrow, gave up Sfr5 to Sfr482 while CS Group fell Sfr1 to Sfr282.

Italy's fast consolidating banking sector came under renewed scrutiny. BCI rose 8.6 per cent to €6.93 and Banca di Roma 2.3 per cent to €1.36. Executives from the banks met on Tuesday but would not say what was discussed.

Unicredit gained 6.1 per cent to €5.31 as investors judged it a likely merger partner for BCI if the talks with Banca di Roma failed.

Banks apart, PARIS laboured through an uncertain day, with the CAC-40



ending up 2.51 at 4,162.31 after turning negative at midsession.

Construction group SGE provided much of the action, rising €2.40 or 6 per cent to €42.70 after posting better-than-expected 1998 results.

High-tech issuer Cap Gemini and STMicroelectronics struggled as their US peers came under pressure. Cap Gemini closed €5.90 lower at €156.10 while STMicroelectronics shed €3.20 to €24.30.

FRANKFURT retreated for the third day with the sellers targeting cyclical. The Xetra Dax index finished 60.42 lower at 4,730.05.

Thyssen, hit by worries about potential strikes, shed €5.30 at €158.70. Degussa Huel lost €1.40 at €31.20 and software leader SAP crashed €20.10 to €236.

DaimlerChrysler came off €2.50 at €80 after it announced the breakdown of talks aimed at links with Nissan of Japan. BMR fell €19.90 to €605.10.

Adidas stayed weak following Tuesday's downbeat trading statement, slipping €2.80 to €77.35 for a two-day decline of 9 per cent.

Munich Re added €2 at €184.50 after an upgrade to market outperform" at Goldman Sachs which reset its target price at €200.

In the Neuer Markt, Mobilcom continued to slide, tumbling €2 to €29.

AMSTERDAM ended 1.61 lower at €20.66 on the AEX index after a session of mixed trading in below average volumes.

Telecoms leader KPN added 65 cents at €41.80

ahead of next week's results statement. ASM Lithography, which stood at €12.62 a year ago, lost €1 or 2.7 per cent at €36.45 amid rumours of tough trading.

ZURICH gave back early gains as losses in Roche and Novartis sent the SMI index down to close 57.8 weaker at 7,209.4. Roche saw losses for a second day in spite of posting profit figures in line with expectations on Tuesday.

The certificates finished Sfr250 lower at Sfr18,120. Novartis closed with a loss of Sfr19 at Sfr2,805.

MILAN saw renewed activity in the telecoms sector which, along with banks, drove the Mibtel index up 3.86 to 24,980.

Saving shares in Telecom Italia were suspended for excessive gains at €6.25 after exceeding the 10 per cent daily limit. The non-voting

stock has been driven up by speculation that it could be converted into common stock as part of Telecom's defence against Olivetti.

Olivetti was little changed at €2.51 while Tm ordinary shares eased 1.9 per cent to €3.35 and the savings shares jumped 4.9 per cent to €3.72. Telecom ordinary shares rose 1.5 per cent to €9.89.

Fiat put on 2.5 per cent to €2.90 in further response to comments from top executives on Tuesday that the company had not abandoned its interest in mounting bids for parts of other motor groups.

HELSINKI ended a roller-coaster session 0.3 per cent higher, with the Hex index adding 16.30 to 9,385.20 after hitting an all-time high at 9,452.30.

Nokia, the market driver for most of the session, closed €3.10 higher at €138.50 but fell from a previous high after an unsteady Wall Street took the shine from its early rise.

Raisio fell sharply on news that Unilever had filed a complaint for patent infringement. The share later recovered ground, ending 2 cents lower at €5.81.

The two companies are racing to launch competing cholesterol-cutting margarines in Europe.

Written and edited by Michael Morgan, Jeffrey Brown, Peter Hall and Bertrand Scott

## São Paulo advances on currency optimism

SAO PAULO was sharply higher on optimism that the government was well on the way to solving the country's currency crisis.

Sentiment, already bullish after an IMF deal secured loans worth \$4.9bn, was boosted by a successful first round of a vote on a bill that would raise a financial transactions tax.

The Ibovespa index was 2.7 per cent higher, adding 252 to 9,736 in early trading

despite a steadily rising Real.

BUENOS AIRES followed the positive lead from Brazil, with the Merval index up 4.46 or 1.1 per cent to 385.52.

MEXICO CITY was lifted by lower-than-expected February inflation figures and declining short-term interest rates.

The IPC index was 61.52 or 1.3 per cent higher to 4,629.62 amid moderate volume of 16m shares.

## Jo'burg ends seven-day rise

### SOUTH AFRICA

Johannesburg called a halt to seven sessions of gains. However, the market picked up from its worst levels late in the day as golds picked up

from their lows, ignoring a steadier rand.

The overall index finished 7.1 weaker at 6,279.5, golds were 8.1 easier at 984.3 and industrials edged 14.9 higher to 7,310.6

## Tokyo rises on Sony shake-up

### ASIA PACIFIC

Optimism over plans for restructuring at Sony and the banks kept TOKYO soaring for a second day, writes Alexandra Nushbaum.

The Nikkei 225 Average rose 2.5 per cent or 383.3 to close at 15,480 after trading between 15,134 and 15,484. This left the Nikkei 16 per cent higher than the level at the start of last week.

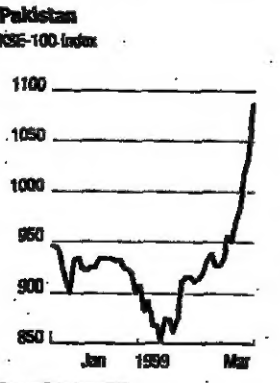
The more representative weighted Nikkei 300 climbed 5.34 to 238.16 while the Topix index of all first-section shares rose 24.96 to 1,187.47.

Momentum was up with 900 shares advancing, 302 declining and 112 unchanged. Traders reported heavy buying by foreign investors, but selling by domestic groups wishing to unwind cross-shareholdings.

Sony soared 8.3 per cent or ¥910 to close at ¥11,850, adding to Tuesday's 8.9 per cent surge when the group announced its restructuring plans.

Fuji Bank, the most heavily traded stock, rose 12.8 per cent or ¥76 to ¥583. Sakura Bank was up 13.6 per cent or ¥41 to ¥302. Both banks announced restructuring plans on Monday.

The securities sector climbed 8.7 per cent. Nikko Securities was up 11.6 per



cent or ¥51 to ¥440. Daiwa climbed 9.2 per cent or ¥56 to ¥598. Nomura Securities rose 6.5 per cent or ¥70 to ¥1,070.

The marine transport sector rose 7.06 per cent in advance of anticipated freight rate increases. Navix Line, which will be acquired by Mitsui OSK on April 1, rose 8.6 per cent or ¥3 to ¥38. Mitsui OSK climbed 6.7 per cent or ¥14 to ¥207 and Nippon Yusen was up ¥28 at ¥435.

The electric machinery sector was up 4.2 per cent. Omron, which yesterday issued a profits warning and announced a restructuring plan, rose 6.8 per cent or ¥35 to ¥1,390. Oki Electric was up 5.7 per cent or ¥24 to

¥419. Hitachi jumped 4.72 per cent or ¥40 to ¥848.

Japan Tobacco closed down 4.76 per cent or ¥50,000 at ¥1m after announcing yesterday that it would buy RJR Nabisco's tobacco business.

In Osaka, the OSE closed up 440 at 16,107.

KARACHI soared 4.1 per cent as hopes of a settlement of the tariff row between Hubco and the government generated new buying interest in all the blue chips.

The KSE-100 index rose 42.55 to 1,079.58 in heavy volume of 213m shares. The market was also boosted by news that the government planned to make its multiple foreign exchange rate system more market-based, moving it closer to the single rate demanded by the IMF.

HONG KONG closed sharply higher, boosted by overseas investors' interest in banks and technology-related issues as well as rumours of more New York listings for local companies.

The Hang Seng index closed 216.06 or 2.1 per cent higher at 10,749.01, off 10,813.61 in late afternoon trade. Turnover was a moderate HK\$6.5bn.

Analysts attributed the market's confidence to Disney's interest in Hong Kong as a potential site for its

next theme park, along with the joint venture announced by Hongkong Telecom and Microsoft on Tuesday.

Banking giant HSBC continued its strong rally, leaping HK\$6 or 2.6 per cent to close at HK\$237. The bank has announced plans to split its shares and seek a Wall Street listing by year-end.

Hutchison Whampoa, rumoured to want a New York listing, climbed HK\$1 or 1.7 per cent to HK\$58.75.

BANGKOK reversed Tuesday's losses to end 1.1 per cent higher on hopes that a financial reform bill, which is facing opposition in the senate, could be adopted tomorrow after a meeting between the finance minister and senior senators.

The SET index rose 3.69 to 333.28 on late buying after spending most of the day in negative territory.

But gains were capped by fears that some of the 18 stocks suspended last week by the exchange could face delisting in the near future.

SINGAPORE pushed higher on good demand for property stocks which lifted the sector index 5.5 per cent. DBS Land rose 9 cents to S\$2.40. Total market volume was a busy S\$1m shares and at the close the Straits Times index was up 29.01 or 2 per cent at 1,469.53.

# Four reasons why STOXX provides the REAL benchmarks for Europe.

Investors and analysts, fund managers and index-based product issuers, they all have their own specific criteria for benchmarks.

To successfully satisfy all their requirements you need to have four core attributes.

You need to get REAL.

Rigorous. Easily tradable. Appropriate. Liquid.

At STOXX our logical and consistent methodology couldn't be more rigorous, while our optimum stock/liquidity profile means a ready market.

Our separate coverage of the euro and pan-European markets by sector and industry group is most appropriate. And our liquidity provides an ideal basis for the successful trading of derivatives.

So, for more information about licensing opportunities on Europe's leading benchmarks, simply contact STOXX LIMITED, P.O. Box, Selnaustrasse 30, CH-8021 Zurich, Switzerland.

Phone +41 (1) 229 2300, Fax +41 (1) 229 2301, e-mail stoxx@stoxx.com www.stoxx.com

# STOXX

Rigorous. Easily tradable. Appropriate. Liquid.

STOXX LIMITED A Joint Venture of Deutsche Börse AG Dow Jones & Company SBF-Bourse de Paris Swiss Exchange SWX. The Dow Jones STOXX family of indexes is derived from and compatible with the Dow Jones Global Indexes.

Handwritten signature: "John M. 1/250"